

Minutes of the meeting of the Finance Committee of the Board of Directors of the Cook County Health and Hospitals System held Friday, August 24, 2018 at the hour of 8:30 A.M., at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

I. Attendance/Call to Order

Chair Reiter called the meeting to order.

Present: Chair Robert G. Reiter, Jr. and Director Mary B. Richardson-Lowry (2)
Directors Mary Driscoll, RN, MPH; Ada Mary Gugenheim; Emilie N. Junge; and David Ernesto Munar

Telephonically
Present Board Chair M. Hill Hammock (ex-officio)

Absent: Director Hon. Jerry Butler (1)

Additional attendees and/or presenters were:

Ekerete Akpan – Chief Financial Officer	James Kiamos – Chief Executive Officer, CountyCare
Letitia Close – Executive Director of Government Affairs	Jeff McCutchan – General Counsel
Douglas Elwell – Deputy Chief Executive Officer, Finance and Strategy	Deborah Santana – Secretary to the Board
Charles Jones – Chief Procurement Officer	John Jay Shannon, MD – Chief Executive Officer

II. Public Speakers

Chair Reiter asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speaker:

1. G. Narender Reddy President, CompuBill (written testimony included as Attachment #1)

III. Action Items

A. Minutes of the Finance Committee Meeting, July 20, 2018

Director Richardson-Lowry, seconded by Chair Reiter, moved to accept the Minutes of the Finance Committee Meeting of July 20, 2018. THE MOTION CARRIED UNANIMOUSLY.

B. Contracts and Procurement Items (Attachment #2)

Charles Jones, Chief Procurement Officer, provided an overview of the contractual requests presented for the Committee's consideration. The Committee reviewed and discussed the requests.

III. Action Items

B. Contracts and Procurement Items (continued)

With regard to request number 9, Douglas Elwell, Deputy Chief Executive Officer of Finance and Strategy, provided additional information. The long-term goal is to have employed staff performing these functions, but in the short-term, the organization has to make sure that the bills go out to keep the economic engine going. The organization has experienced issues retaining coders because standards have not yet been negotiated. Once that is done, it will give the organization some flexibility in meeting the competitive nature of how coding works. In many cases, the very best coders code from home, but to do that, there has to be a standard for performance.

Mr. Jones explained that this vendor was selected through a Request for Proposals (RFP) process. Several responses to the RFP were received; an internal committee went through the evaluation process to narrow down and come to a consensus for the award. He noted that Supply Chain Management does not announce the award as being complete at this point and notify the other responders to the RFP, because it is still an ongoing process until the Board approves the contract. Following Board approval of this contract, he will send a letter to inform the six (6) companies who did not get the contract. He stated that nThrive is the only company that provided coders for dental billing. He did not have all of the details from the evaluation at hand, but offered to provide that information to the Committee after the meeting. Chair Reiter requested that the information be provided prior to the Board Meeting on August 31st. Director Richardson-Lowry requested that the information be sent to the Committee through the Chair, so they will have an opportunity to review it before the Board Meeting.

With regard to request number 13, Mr. Jones informed the Committee that the contract not-to-exceed amount needs to be amended to \$323,538.90.

Director Richardson-Lowry, seconded by Chair Reiter, moved the approval of request numbers 1 through 15, subject to completion of review by Contract Compliance, where appropriate, and subject to the modification as noted and receipt of information as discussed. THE MOTION CARRIED UNANIMOUSLY.

C. Proposed Transfers of Funds (Attachment #3)

Ekerete Akpan, Chief Financial Officer, provided an overview of the proposed transfers of funds. The Committee reviewed and discussed the information.

Director Richardson-Lowry, seconded by Chair Reiter, moved the approval of the proposed transfers of funds. THE MOTION CARRIED UNANIMOUSLY.

D. Proposed Resolution amending the CCHHS capital asset threshold (Attachment #4)

Mr. Akpan provided an overview of the proposed Resolution. In response to a question regarding why this is being presented in resolution format, Jeff McCutchan, General Counsel, stated that historically, a resolution format has been used with this Board when making changes like this. The CCHHS Board does not approve ordinances, and the administration usually does not ask this Board to change policies, which are done at the executive level.

Director Richardson-Lowry, seconded by Chair Reiter, moved the approval of the proposed Resolution amending the CCHHS capital asset threshold. THE MOTION CARRIED UNANIMOUSLY.

III. Action Items (continued)

E. Any items listed under Section III and VI

F. Proposed request to negotiate and execute an agreement for the acquisition of property to be utilized by CCHHS for medical and dental offices

This item was taken out of order and was considered near the end of the meeting.

Director Richardson-Lowry, seconded by Chair Reiter, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exception to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(5), regarding “the purchase or lease of real property for the use of the public body, including meetings held for the purpose of discussing whether a particular parcel should be acquired.”

On the motion to recess the open meeting and convene into a closed meeting, a roll call was taken, the votes of yeas and nays being as follows:

Yeas: Chair Reiter and Director Richardson-Lowry (2)

Nays: None (0)

Absent: Director Hon. Jerry Butler (1)

THE MOTION CARRIED UNANIMOUSLY and the Committee recessed into a closed meeting.

Chair Reiter declared that the closed meeting was adjourned. The Committee reconvened into the open meeting.

Director Richardson-Lowry, seconded by Chair Reiter, moved to recommend that the CCHHS Board of Directors approve at its meeting on September 28, 2018 the real estate matter discussed today in a closed meeting. THE MOTION CARRIED UNANIMOUSLY.

IV. Report from Chief Procurement Officer

A. Report of emergency purchases (Attachment #5)

Mr. Jones provided information on three (3) emergency purchases that were recently made.

V. Report from the Chief Financial Officer (Attachment #6)

- Metrics
- Financials through June 2018

V. Report from the Chief Financial Officer (continued)

Mr. Akpan provided an overview of the information contained in the report. The Committee reviewed and discussed the information.

During the discussion of slide 7 regarding Claims Initial Denial Percentage, Director Driscoll inquired regarding the denial rate for resubmitted claims. Mr. Akpan responded that he will provide that information.

VI. Recommendations, Information/Discussion Item

A. Proposed CCHHS FY2019 Preliminary Budget (Attachment #7)

Dr. John Jay Shannon, Chief Executive Officer, provided introductory comments on the budget. Mr. Akpan provided an overview of the Proposed CCHHS FY2019 Preliminary Budget, which included information on the following subjects:

- FY2018 Accomplishments
- FY2019 Proposed Budget – Executive Summary
- FY2019 Initiatives
- FY2019 Proposed Budget – Revenue Drivers
- FY2019 Proposed Budget – Expense Drivers
- FY2018 Volume
- FY2018-2019 Budget
- FY2019 Proposed CountyCare Financial Summary
- FY2019 Proposed External Revenue by Source
- Cook County Pension, Debt Service and Operating Allocation
- CCHHS Uncompensated Care
- Full Time Equivalent Position Count
- FY2019 Proposed Budget – Key Take-Aways
- FY2019-2021 Budget Projections
- FY2019 Budget Calendar

Director Munar indicated that he would like to know where the volumes will change around dental and mental health. Mr. Akpan responded that he will provide that information.

During the discussion of slide 12, Chair Reiter indicated that the Committee should plan to discuss in the near future the mechanics of the pension. Mr. Akpan stated that he has reached out to the County Comptroller looking for time to have that conversation in the future.

Chair Reiter requested an update on the status of talks with employees regarding realignment of full-time employee (FTE) positions. As he understands it, CCHHS is not losing people; rather, they are getting redeployed. Dr. Shannon responded that the administration is still working through that. It will be a redeployment within CCHHS and, he understands, within the County as a whole.

Director Munar stated that, for the FY2019 budget and for the Directors' own education, it would be helpful to understand the definition that the administration is using for charity care and how it is communicated to the organization's patient population.

VI. Recommendations, Information/Discussion Item

A. Proposed CCHHS FY2019 Preliminary Budget (continued)

The public hearings on the proposed CCHHS FY2019 Preliminary Budget will be held as follows:

Location: 1900 W. Polk Street, 2nd Floor Conference Room, Chicago, Illinois

Dates: Tuesday, August 28, 2018 at 9:00 A.M. and Wednesday, August 29, 2018 at 6:00 P.M.

Following the public hearings, the proposed CCHHS FY2019 Preliminary Budget will be presented to the CCHHS Board of Directors for consideration and approval on Friday, August 31, 2018.

VII. Adjourn

As the agenda was exhausted, Chair Reiter declared the meeting ADJOURNED.

Respectfully submitted,
Finance Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Robert G. Reiter, Jr., Chair

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Follow-up / Requests:

- Request: Request made for detailed information on the evaluation of the RFP responses for request number 9, to be sent to the Committee through the Chair, in advance of the August 31, 2018 Board Meeting. Page 2
- Request: Request made for information on the denial rate for resubmitted claims. Page 4
- Request: Request made for information regarding where the volumes will change around dental and mental health. Page 4
- Follow-up: Request made for Directors to get a better understanding of the definition used for charity care and learn how this is communicated to the organization's patient population. Page 4

Cook County Health and Hospitals System
Finance Committee Meeting Minutes
August 24, 2018

ATTACHMENT #1



**9410 CompuBill Dr.
Orland Park, IL 60462
(708) 460-7444**

August 24, 2018

Honorable Robert G. Reiter, Jr.
Chairman
Honorable Members
FINANCE COMMITTEE
Cook County Health & Hospitals System
1900 W Polk St.
2nd Floor
Chicago, IL 60612

Dear Sir/Madam:

I am president and owner of CompuBill Inc. CompuBill was incorporated on January 20, 1980 in Orland Park, IL, **Cook County**. Most of our employees live in Cook County.

During the more than 38 years we have been in business we have provided Revenue Cycle Management (RCM) and Physician Billing and Coding Services to 66 separate hospitals, medical centers and medical and laboratory clinics throughout the Chicago Metropolitan area. These include medical clinics operated by City of Chicago, Department of Health, contracted with the State of Illinois to provide these services at University of Illinois Hospital and teaching hospitals, including University of Chicago. *A list of these facilities was presented in Table 4.1, page 27, of the Proposal submitted by CompuBill, in response to CCHHS RFP # H18-013..*

On April 27, 2018, in response to CCHHS RFP # H18-013, Physician Billing and Coding Services, CompuBill submitted a detailed proposal. I have duly signed delivery receipts of this submittal, including subsequent addendums. CompuBill has not received notification, or acknowledgment, from CCHHS of receiving our proposal. I do not know if our proposal, including the pricing proposal, was read, evaluated, considered, compared with other proposals, duly rated for completeness and met all criteria established by CCHHS, for due consideration.

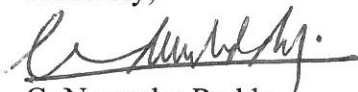
As indicated in **Section III. Action Items** of the Agenda for today's Finance Committee meeting you are being requested to approve contract number H18-25-068 for nThrive, Inc., Alpharetta, Georgia, to provided CCHHS Physician Billing and Coding Services. I am hereby requesting you to **not approve** this contract or authorize further negotiations,

if such negotiations are being contemplated. I believe CompuBill's detailed and comprehensive proposal should be given due consideration. In support of this request please consider the following:

1. The pricing proposal submitted by CompuBill (Section 5.12 of the RFP, Chapter 21 of CompuBill proposal, Table 5.12) was for a firm fee of 8.0% of the net revenue collected;
2. The Alpharetta, GA company nThrive, Inc. is quoting 9%, or a projected additional expense for CCHHS of **12.5%**;
3. CompuBill is located in Cook County, Illinois, pays Cook County taxes and employs personnel living in Cook, Will and DuPage counties;
4. In 2007 a similar contract for physician billing and coding services was awarded to PricewaterhouseCoopers, LLP (PwC), headquartered outside Cook County, contract # H10-25-113. I believe their performance was well below expectations;
5. In 2011 a similar contract was awarded to McKesson Revenue Management Solutions, Alpharetta, GA, (outside Cook County) contract #H11-25-034. At the February 20, 2015 meeting of the Finance Committee it was indicated that McKesson was being paid a fee of \$13,039,527 to collect estimated revenue of \$32,762,520. This fee amounts to 39.8% (~40%) of the revenue collected. I believe their performance was well below expectations;
6. Since 2007 CompuBill has been trying, to no avail, for CCHHS to consider CompuBill to manage Stroger and other Cook County Hospital's RCM and Physician Billing and Coding;
7. We were told to apply for certification as a minority owned business to stand any chance of doing business with Cook County. CompuBill applied for such certification but were rejected. The reason given was that the level of owners' financial assets was "*too high*," without specifying the "*too high*" number; and,
8. I sincerely request you, Mr. Reiter, and the members of the CCHHS Finance Committee to personally review CompuBill's proposal, in response to RFP # H18-013 and give CompuBill the opportunity to personally present detailed information regarding our background, experience, past performance and the IT and Human resources we have to offer. I believe our proposal deserves your professional evaluation and due consideration.

In anticipation of a favorable reply, and for your time and attention, thank you very much.

Sincerely,



G. Narender Reddy
President

Narender.reddy@ecompubill.com
www.compubill.com

Cook County Health and Hospitals System
Finance Committee Meeting Minutes
August 24, 2018

ATTACHMENT #2

Request #	Vendor/Entity	Service or Product	Fiscal impact not to exceed:	Method of acquisition	Total # of bidders/ RFP responses / GPO companies available	Affiliate / System	Begins on Page #
Accept Grant Award							
1	American Cancer Society	Service - breast cancer screening, prevention and treatment	Grant award amount: \$100,000.00	n/a	n/a	System	3
Accept Grant Award Renewals							
2	Illinois Department of Human Services	Service - case management for high-risk infants	Grant renewal amount: \$540,000.00	n/a	n/a	CCDPH	4
3	Illinois Department of Human Services	Product and Service - substance abuse prevention and treatment	Grant renewal amount: \$150,000.00	n/a	n/a	System	5
Amend and Increase Contracts							
4	Imperial Parking (U.S.), LLC	Service - parking management	\$1,408,031.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2018/2 responses)	System	6
5	ABM Healthcare	Service - shuttle bus service	\$1,330,020.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2018/7 responses)	System	7
6	Insight Imaging Mobile Solutions	Product and Service - MRI trailer and staffing at Oak Forest Health Center, CT trailer at Provident Hospital	\$550,000.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2015/2 responses)	PHCC, ACHN	8

Request #	Vendor/Entity	Service or Product	Fiscal impact not to exceed:	Method of acquisition	Total # of bidders/ RFP responses / GPO companies available	Affiliate / System	Begins on Page #
Extend and Increase Contracts							
7	NuCare / Symphony Services Corporation	Service - short-term and long-term care	\$6,000,000.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2010/3 responses)	PHCC, SHCC	9
8	Konica Minolta Business Solutions USA, Inc.	Product and Service - multifunctional devices	\$2,718,900.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2014/4 responses)	System	10
Execute Contracts							
9	nThrive, Inc.	Service - physician billing and coding services	\$6,600,000.00	RFP	7	System	11
10	GE Healthcare	Product - ultrasound devices	\$6,487,998.00	GPO	13	System	12
11	GE Healthcare	Product - digital and advanced digital radiographic systems	\$1,120,156.00	GPO	7	PHCC	13
12	Hologic, Inc.	Product - digital mammography workstation and laser image printer	\$575,674.00	Sole Source	n/a	System	14
13	Board of Trustees, University of Illinois	Service - two (2) clinical pharmacists	\$517,662.24	Sole Source	n/a	System	15
14	CDW Government	Product - Surface Pros for Managed Care	\$283,921.70	GPO	2	Managed Care	16
15	Interstate Electronics Company	Product and Service - overhead paging system	\$220,165.00	Sole Source	n/a	System	17

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

SPONSOR: Leticia Reyes-Nash, Director of Programmatic Services		EXECUTIVE SPONSOR: Douglas L. Elwell, Deputy Chief Executive Officer, Finance and Strategy <i>DZE</i>	
DATE: 08/02/2018		PRODUCT / SERVICE: Service - Breast Cancer Screening, Prevention & Treatment	
TYPE OF REQUEST: Accept Grant Award		VENDOR / SUPPLIER: American Cancer Society, Atlanta, GA	
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: N/A N/A		GRANT FUNDED /RENEWAL AMOUNT: \$100,000.00	
CONTRACT PERIOD: 08/01/2018 thru 07/31/2020		GRANT AWARD NUMBER: N/A	
COMPETITIVE SELECTION METHODOLOGY: NA			
NON-COMPETITIVE SELECTION METHODOLOGY: NA			

PRIOR CONTRACT HISTORY:

No prior contract history.

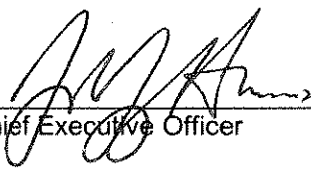
NEW PROPOSAL JUSTIFICATION:

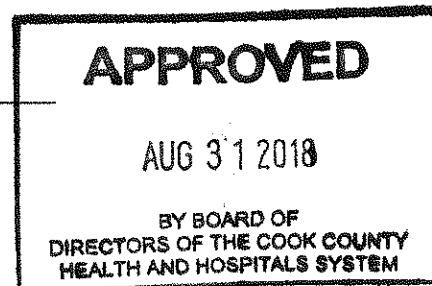
The National Football League (NFL), through its Breast Health Equity 2018-2020 campaign, has provided funding to the American Cancer Society to advance the goal of increasing access to cancer care. The Cook County Health and Hospitals System (CCHHS) will work to advance this goal by providing breast cancer screenings, prevention, and care to individuals in need.

TERMS OF REQUEST:

This is a request to accept a grant award in an amount not to exceed \$100,000.00 as needed, for a (24) month period from 08/01/2018 through 7/31/2020.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: N/A

CCHHS CEO: 
 John Jay Shannon, M.D., Chief Executive Officer



Request #

1

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
 • John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Terry Mason, MD, Chief Operating Officer, Cook County Department of Public Health (CCDPH)	
DATE: 07/18/2018	PRODUCT / SERVICE: Service – Case Management for High-Risk Infants		
TYPE OF REQUEST: Grant Contract Renewal	VENDOR / SUPPLIER: Illinois Department of Human Services, Springfield, Illinois		
FISCAL IMPACT / ACCOUNT: *9741806-53497		GRANT FUNDED AMOUNT: \$540,000.00	
CONTRACT PERIOD: 07/01/2018 thru 06/30/2019		GRANT CONTRACT NUMBER: FCSXU05024	
COMPETITIVE SELECTION METHODOLOGY: N/A			
NON-COMPETITIVE SELECTION METHODOLOGY: N/A			

PRIOR CONTRACT HISTORY:

The previous grant contract with the Illinois Department of Human Services was approved by the Cook County Health and Hospitals System (CCHHS) Board of Directors on 10/27/2017 in the amount of \$584,064.00 for twelve (12) months from 07/01/2017 thru 06/30/2018.

NEW PROPOSAL JUSTIFICATION:

As a certified health department in the State of Illinois, the Cook County Department of Public Health (CCDPH) is mandated to provide case management services to high-risk infants identified through the Adverse Pregnancy Outcome Reporting System (APORS), and special needs children. CCDPH provides services for assessment of client needs, linkage with Medicaid and primary medical care, referral for assistance with identified social needs, and coordination of care. The goal of service is to reduce infant mortality and morbidity.

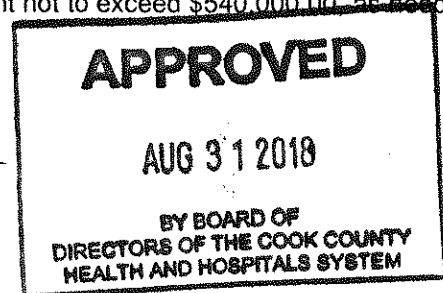
*The cost of early termination of this grant is \$270,000.00.

TERMS OF REQUEST:

This is a request to renew grant contract number FCSXU05024 in an amount not to exceed \$540,000.00, as needed, for a twelve (12) month period from 07/01/2018 thru 06/30/2019.

CCHHS Deputy CEO: 
Douglas L. Elwell, Deputy Chief Executive Officer, Finance and Strategy

CCHHS CEO: 
John Jay Shannon, M.D., Chief Executive Officer



Request #
2

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AS AMENDED BOARD APPROVAL REQUEST

SPONSOR: Leticia Reyes-Nash, Director of Programmatic Services		EXECUTIVE SPONSOR: Douglas L. Elwell, Deputy Chief Executive Officer, Finance and Strategy <i>P22</i>	
DATE: 07/19/2018		PRODUCT / SERVICE: Product and Service- Substance Abuse Prevention and Treatment	
TYPE OF REQUEST: Accept Grant Renewal		VENDOR / SUPPLIER: Illinois Department of Human Services, Springfield, IL.	
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: N/A		GRANT FUNDED /RENEWAL AMOUNT: \$150,000.00	
CONTRACT PERIOD: 07/01/2018 thru 06/30/2019		GRANT CONTRACT NUMBER: 43CW03159 43CXC03159	
COMPETITIVE SELECTION METHODOLOGY: NA			
NON-COMPETITIVE SELECTION METHODOLOGY: NA			

PRIOR CONTRACT HISTORY:

The previous grant contract with the Illinois Department of Human Services was approved by the Cook County Health and Hospitals System (CCHHS) Board of Directors on 09/01/2017 in the amount of \$300,000.00 for a twelve (12) month period from 07/01/2017 through 06/30/2018.


NEW PROPOSAL JUSTIFICATION:

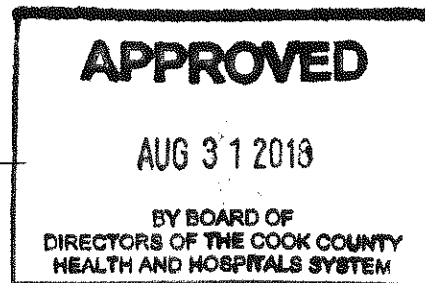
This is a request to accept a grant renewal for the provision of Vivitrol administration and a care coordinator to a selected group of individuals at Cermak. This is a medication-assisted treatment program for substance use disorders an alternative to daily methadone.

TERMS OF REQUEST:

This is a request to renew grant number ~~43CW03159~~ **43CXC03159** in an amount not to exceed \$150,000.00 as needed, for a twelve (12) month period from 07/01/2018 through 06/30/2019.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: N/A

CCHHS CEO: 
 John Jay Shannon, M.D., Chief Executive Officer



Request #
3

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
 • John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.
 Rothstein CORE Center •

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

SPONSOR: N/A	EXECUTIVE SPONSOR: Samuel L. Williams, Executive Directors, Facilities
DATE: 03/05/2018	PRODUCT / SERVICE: Service - Parking Management
TYPE OF REQUEST: Amend and Increase Contract	VENDOR / SUPPLIER: Imperial Parking (U.S.), LLC, Chicago, IL
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: 520675 \$1,408,031.00	GRANT FUNDED / RENEWAL AMOUNT: N/A
CONTRACT PERIOD: 04/01/2018 thru 03/31/2021	CONTRACT NUMBER: H18-72-034
COMPETITIVE SELECTION METHODOLOGY:	
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: RFP (2018-2)	

PRIOR CONTRACT HISTORY:

This contract was approved by the Cook County Health and Hospitals System (CCHHS) Board of Directors on 03/29/2018 in the amount of \$7,817,562.00 for a thirty-six (36) month period from 04/01/2018 through 03/31/2021. The vendor will provide parking management services for John H. Stroger, Jr. Hospital parking garage, Provident Hospital parking garage, and satellite parking lots near John H. Stroger, Jr. Hospital.

NEW PROPOSAL JUSTIFICATION:


This request will modify the requirements of the contract to include parking management services for the new 226 space John H. Stroger, Jr. Hospital North Parking Lot. Vendor will provide new datapark parking equipment, video and Stentofon camera equipment and installation in addition to janitorial cleaning and security services.

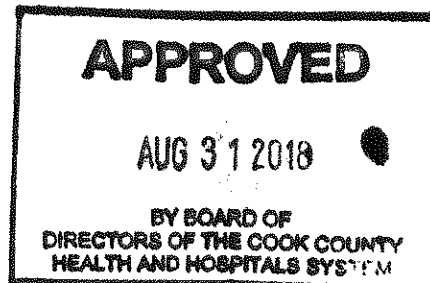
TERMS OF REQUEST:

This is a request to amend and increase contract number H18-72-034 in an amount not to exceed \$1,408,031.00, as needed, for the remainder of the contract term through 03/31/2021.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO: 
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: 
John Jay Shannon, M.D., Chief Executive Officer



Request #
4

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BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Samuel L. Williams, Executive Director of Facilities	
DATE: 08/10/2018		PRODUCT / SERVICE: Service - Shuttle Bus Service	
TYPE OF REQUEST: Amend and Increase Contract		VENDOR / SUPPLIER: ABM Healthcare, St. Clair Shores, MI	
ACCOUNT: 520825		GRANT FUNDED / RENEWAL AMOUNT: N/A	
FISCAL IMPACT NOT TO EXCEED: \$1,330,020.00		CONTRACT NUMBER: H18-25-032	
CONTRACT PERIOD: 05/01/2018 thru 04/30/2021			
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: RFP (2018-7)			

PRIOR CONTRACT HISTORY:

This contract was approved by the Cook County Health and Hospitals System (CCHHS) Board of Directors on 03/29/2018 in the amount of \$2,016,648.00 for a thirty-six (36) month period from 05/01/2018 through 04/30/2021.

NEW PROPOSAL JUSTIFICATION:

The amendment and increase will provide for an earlier start time and a third shuttle bus during peak hours to transport employees between the JTDC and John H. Stroger, Jr. Hospital. Also included in the modifications is a second shuttle during peak hours between the 13th and Leavitt's parking lot and Stroger.

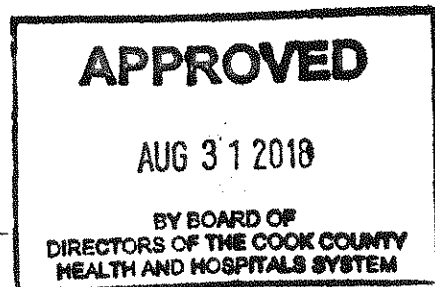
TERMS OF REQUEST:

This is a request to amend and increase contract number H18-25-032 in an amount not to exceed \$1,330,020.00, as needed, for the remainder of the contract period through 04/30/2021.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO: *Douglas L. Elwell*
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: *John Jay Shannon*
John Jay Shannon, M.D., Chief Executive Officer



Request #
5

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.
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BOARD APPROVAL REQUEST

SPONSOR: Joseph H. Price Jr., Sr. Director of Medical Imaging		EXECUTIVE SPONSOR: Jarrod G. Johnson, Chief Operating Officer, Hospital Based Services	
DATE: 08/15/2018	PRODUCT / SERVICE: Product & Service - MRI Trailer and Staffing at Oak Forest Center, CT Trailer at Provident Hospital		
TYPE OF REQUEST: Amend & Increase Contract	VENDOR / SUPPLIER: Insight Imaging Mobile Solutions, St Louis Park, MN		
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: 550079 \$550,000.00		GRANT FUNDED /RENEWAL AMOUNT: N/A	
ORIGINAL CONTRACT PERIOD: 09/01/2015 thru 08/31/2017	REVISED CONTRACT PERIOD: 09/01/2017 thru 08/31/2020	CONTRACT NUMBER: H15-25-097	
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: RFP (2015-2)			

PRIOR CONTRACT HISTORY:

Contract number H15-25-097 with LG Medical Technologies, Inc. was approved by the Cook County Health and Hospitals System (CCHHS) Board of Directors on 07/31/2015 in an amount not-to-exceed \$756,000.00 for a twenty-four (24) month period from 09/01/2015 thru 08/31/2017. On 11/20/2015 the CCHHS Board approved a request to amend and increase the contract by \$276,000.00 to add a mobile CT at Provident. This vendor provides the mobile MRI trailer on site at Oak Forest Health Center, and the staffing to operate this trailer. A request to extend and increase the contract was approved by the CCHHS Board on 07/28/2017 in the amount of \$1,674,000.00 for a thirty-six (36) month period from 09/01/2017 through 08/31/2020.

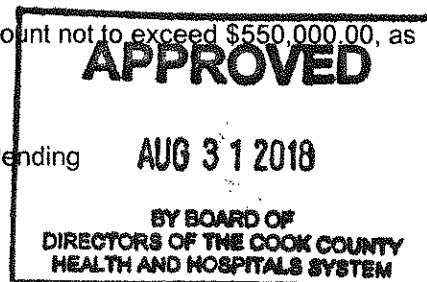
NEW PROPOSAL JUSTIFICATION:

This request will replace the Toshiba Aquilion 32 CT equipment with the General Electric Optima 540 CT Scanner at Provident Hospital for the remaining months of the rental term.

TERMS OF REQUEST:

This is a request to extend and increase contract number H15-25-097 in an amount not to exceed \$550,000.00, as needed for the remainder of the contract term through 08/31/2020.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending



CCHHS Deputy CEO: *Douglas L. Elwell*
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: *John Jay Shannon*
John Jay Shannon, M.D., Chief Executive Officer

Request #
6

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORA Center •

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Mary Sajdak, Chief Operating Officer, Integrated Care	
DATE: 07/30/2018		PRODUCT / SERVICE: Service - Short Term Care & Long Term Care	
TYPE OF REQUEST: Extend & Increase Contract		VENDOR / SUPPLIER: NuCare/Symphony Services Corporation, Lincolnwood, IL	
ACCOUNT: 521024 Stroger Hospital \$5,448,000.00 521024 Provident Hospital \$552,000.00 \$6,000,000.00		GRANT FUNDED AMOUNT: N/A	
ORIGINAL CONTRACT PERIOD: 06/25/2010 thru 08/31/2018		REVISED CONTRACT PERIOD: 09/01/2018 thru 08/31/2019	
		CONTRACT NUMBER: H10-72-086	
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: RFP (2010-3)			

PRIOR CONTRACT HISTORY:

The Board of the Cook County Health & Hospitals System (CCHHS) approved contract number H10-72-086 on 06/25/2010 in the amount of \$6,374,725.00 for a period of twelve (12) months from 08/01/2010 thru 07/31/2011 for the provision of short term and long term care services for patients being discharged from CCHHS facilities. These patients cannot be discharged home and at the time of discharge lack the resources or insurance coverage necessary to secure these services directly. The contract contains single year renewal options subject to CCHHS approval. The contract has been extended through 08/31/2018 via various CCHHS Board approvals and increased by \$30,302,871.88.

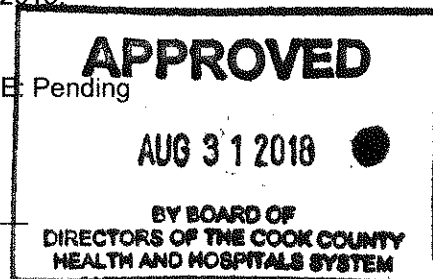
NEW PROPOSAL JUSTIFICATION:

This request will allow the vendor to continue to provide short and long term care services. We will be going through the competitive procurement process to identify the most qualified vendor that can meet the needs of CCHHS.

TERMS OF REQUEST:

This is a request to extend and increase contract number H10-72-086 in an amount not to exceed \$6,000,000.00, as needed, for a period of twelve (12) months from 09/01/2018 through 08/31/2019.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE Pending



CCHHS Deputy CEO: *Douglas L. Elwell*
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: *John Jay Shannon*
John Jay Shannon, M.D., Chief Executive Officer

Request #
7

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

Cook County Health & Hospitals System

AS AMENDED BOARD APPROVAL REQUEST

SPONSOR: Daniel J. Ruiz, Interim Senior Manager, Supply Chain Operations & Logistics		EXECUTIVE SPONSOR: Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy <i>OZE</i>	
DATE: 08/13/2018	PRODUCT / SERVICE: Product & Service - Multifunctional Devices		
TYPE OF REQUEST: Extend and Increase Contract	VENDOR / SUPPLIER: Konica Minolta Business Solutions USA, Inc, Ramsey NJ		
ACCOUNT: 550010	FISCAL IMPACT NOT TO EXCEED: \$2,718,900.00	GRANT FUNDED /RENEWAL AMOUNT: N/A	
ORIGINAL CONTRACT PERIOD: 07/01/2014 thru 09/30/2018		REVISED CONTRACT PERIOD: 10/01/2018 thru 09/30/2021	CONTRACT NUMBER: H14-25-037
COMPETITIVE SELECTION METHODOLOGY: <u>11/01/2018 thru 10/31/2021</u>			
X NON-COMPETITIVE SELECTION METHODOLOGY: RFP (2014-4)			

PRIOR CONTRACT HISTORY:

Contract number H14-25-037 was approved by the Cook County Health and Hospitals Systems (CCHHS) Board of Directors on 05/14/2014 for a thirty-six (36) month period from 07/01/2014 thru 06/30/2017 in the amount of \$1,820,000.00. An amendment was executed by the Office of Supply Chain Management effective 12/23/2015 to increase the contract by \$148,900.00 for an Output Management Solution to assist in HIPAA/HITECH Compliance. An Amendment was executed by the Office of Supply Chain Management to extend the contract through 09/30/2017. The CCHHS Board of Directors approved a subsequent amendment on 09/29/2018 to extend the term of the contract until 09/30/2018 and increase the maximum amount payable by \$750,000.00.

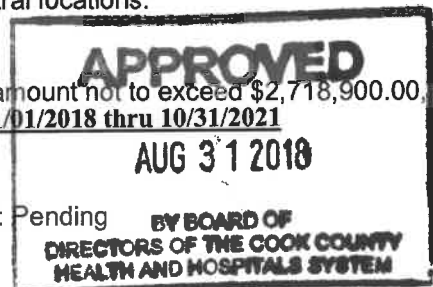
NEW PROPOSAL JUSTIFICATION:

This request is to extend the lease of multifunctional devices on a cost per copy basis for all health system facilities and provide additional units for the Professional Building. This contract includes the use of the equipment, print management program for laser printers, maintenance services (technician onsite) and all supplies (excluding paper). Multifunctional print devices allow CCHHS to reduce stand-alone printers and fax machines which will reduce capital outlay, maintenance costs and supply costs. The devices are located in central locations.

TERMS OF REQUEST:

This is a request to extend and increase contract number H14-25-037 in an amount not to exceed \$2,718,900.00, as needed, for a thirty-six (36) month period from ~~10/01/2018 thru 09/30/2021~~ 11/01/2018 thru 10/31/2021

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending



CCHHS CEO: *[Signature]*
John Jay Shannon, M.D., Chief Executive Officer

Request #
8

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.
Rothstein CORE Center •

Cook County Health & Hospitals System

AS AMENDED BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Ekerete Akpan, Chief Financial Officer	
DATE: 08/06/2018	PRODUCT / SERVICE: Service - Physician Billing and Coding Services		
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: nThrive, Inc., Alpharetta, GA		
ACCOUNT: 520830	FISCAL IMPACT NOT TO EXCEED: \$6,600,000.00	GRANT FUNDED /RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: 09/01/2018 thru 08/31/2021 11/01/2018 thru 10/31/2021		CONTRACT NUMBER: H18-25-068	
<input checked="" type="checkbox"/>	COMPETITIVE SELECTION METHODOLOGY: RFP (2018-7)		
<input type="checkbox"/>	NON-COMPETITIVE SELECTION METHODOLOGY		

PRIOR CONTRACT HISTORY:

No prior contract history for this service.

NEW PROPOSAL JUSTIFICATION:

This request is for a qualified Contractor that will provide physician billing and coding services. The Contractor will perform activities including, but not limited to the provision of a customized solution that incorporates a robust physician coding program, clinical documentation improvement initiative and physician billing/follow-up. Each component of the solution integrates in order to drive accurate/compliant reimbursement, reduce denials and to create efficiencies. There are four phases to implementation; Discovery & Assessment, Design & Validation, Implementation & Optimization and Service Execution & Continuous Improvement. Contract cost is contingency based at nine (9%) percent. Contract will have the option to renew in one year increments for an additional two (2) years.

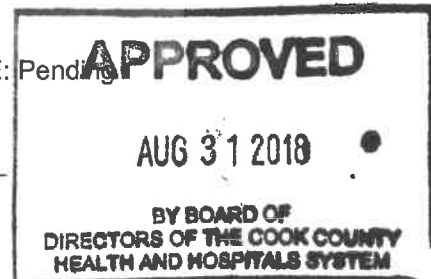
TERMS OF REQUEST:

This is a request to execute contract number H18-25-068 in an amount not to exceed \$6,600,000.00 as needed, for a thirty-six (36) month period from ~~09/01/2018 thru 08/31/2021~~ 11/01/2018 thru 10/31/2021

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO: 
Douglas L. Elwell, Deputy Chief Executive Officer Finance and Strategy

CCHHS CEO: 
John Jay Shannon, M.D., Chief Executive Officer



Request #
9

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Claudia M. Fegan, M.D., Chief Medical Officer	
DATE: 07/20/2018		PRODUCT / SERVICE: Product – Ultrasound Devices	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: GE Healthcare – Chicago, IL	
ACCOUNT: 550079	FISCAL IMPACT NOT TO EXCEED: \$6,487,998.00	GRANT FUNDED / RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: One-Time Capital Purchase		CONTRACT NUMBER: H18-76-062	
<input checked="" type="checkbox"/>	COMPETITIVE SELECTION METHODOLOGY: GPO (13)		
<input type="checkbox"/>	NON-COMPETITIVE SELECTION METHODOLOGY: N/A		

PRIOR CONTRACT HISTORY:

No prior contract history for this product.

NEW PROPOSAL JUSTIFICATION:

The Office of Supply Chain Management, Value Analysis (SCM-VA) worked with Clinical Engineering, Clinical end-users, SCM staff and Administration to provide analytics regarding overall state of current deployed fleet of Ultrasounds and recommended a plan of replacement. There will be seventy-six (76) new devices and each one includes a standard warranty period. GE Clinical Engineering will maintain them and all of the devices will have the ability to upload to PACS. The expected savings associated with the standardization of the equipment is \$1,750,000.00. This product will be secured through a leasing option.

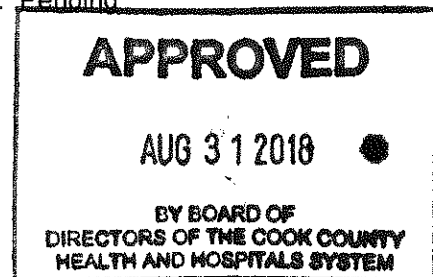
TERMS OF REQUEST:

This is a request to execute contract number H18-76-062 in an amount not to exceed \$6,487,998.00, as needed, for a one-time capital purchase.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO: *Douglas L. Elwell*
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: *John Jay Shannon*
John Jay Shannon, M.D., Chief Executive Officer

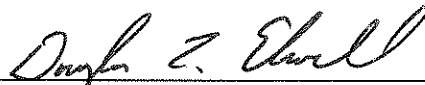
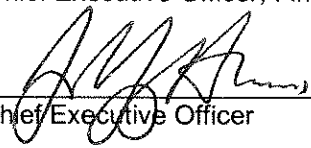


Request #
10

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.
Rothstein CORE Center •

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

SPONSOR: Joseph H. Price, System Director of Medical Imaging		EXECUTIVE SPONSOR: Jarrod G. Johnson, Chief Operating Officer, Hospital Based Services	
DATE: 08/13/2018		PRODUCT / SERVICE: Product – Digital and Advanced Digital Radiographic Systems	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: GE Healthcare, Chicago, IL	
ACCOUNT: 550079		FISCAL IMPACT NOT TO EXCEED: \$1,120,156.00	
CONTRACT PERIOD: Capital Equipment Purchase		GRANT FUNDED / RENEWAL AMOUNT: N/A	
CONTRACT NUMBER: H18-76-072		CONTRACT NUMBER: H18-76-072	
COMPETITIVE SELECTION METHODOLOGY: GPO (7)			
NON-COMPETITIVE SELECTION METHODOLOGY:			
PRIOR CONTRACT HISTORY: No prior contract history for these products.			
NEW PROPOSAL JUSTIFICATION: This requests covers three (3) capital projects for the Radiology Department at Provident Hospital. <ul style="list-style-type: none"> RF Unit – flat panel detector technology – Fluoroscopy which provides dynamic performance and comprehensive dose management while checking Fluoro image counts. - \$499,552.00 XR – X-Ray unit that provides flashpad digital radiographic detector for advanced digital imaging. - \$190,719.00 NUC – Nuclear Medicine Molecular Imaging System Unit. - \$429,885.00 These systems are crucial to the functionality of the various department's infrastructures, applications and patient satisfaction.			
TERMS OF REQUEST: This is a request to execute contract number H18-76-072 in an amount not to exceed \$1,120,156.00, as needed, for a capital equipment purchase.			
CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending			
CCHHS Deputy CEO:  Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy		<div style="border: 2px solid black; padding: 10px;"> <h3 style="margin: 0;">APPROVED</h3> <p style="font-size: 1.2em; margin: 5px 0;">AUG 31 2018</p> <p style="font-size: 0.8em; margin: 0;">BY BOARD OF DIRECTORS OF THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM</p> </div>	
CCHHS CEO:  John Jay Shannon, M.D., Chief Executive Officer			
Request # 11			

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
 • John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

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Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

SPONSOR: Mark Pisaneschi, M.D., Chairman of Radiology		EXECUTIVE SPONSOR: Claudia M. Fegan, M.D., Chief Medical Officer	
DATE: 08/07/2018		PRODUCT / SERVICE: Product –Digital Mammography Workstation and Laser Image Printer	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: Hologic, Inc., Marlborough, MA	
ACCOUNT: 550079		FISCAL IMPACT NOT TO EXCEED: \$575,674.00	GRANT FUNDED / RENEWAL AMOUNT: N/A
CONTRACT PERIOD: Capital Equipment Purchase		CONTRACT NUMBER: H18-76-066	
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: Sole Source			

PRIOR CONTRACT HISTORY:

No prior contract history for this product.

NEW PROPOSAL JUSTIFICATION:


This request is for medical equipment that includes a digital mammography workstation and laser image printer in order to check for mammograms. This request is sole source because it maintains the Mammography imaging radiographic units standardized across the system.

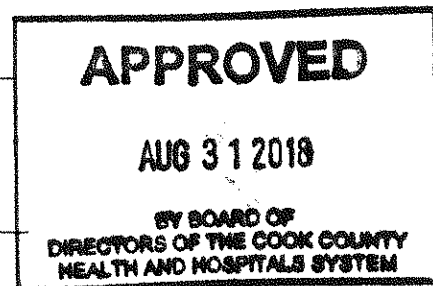
TERMS OF REQUEST:

This is a request to execute contract number H18-76-066 in an amount not to exceed \$575,674.00, as needed, for a one-time purchase of capital equipment.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO: 
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: 
John Jay Shannon, M.D., Chief Executive Officer



Request #
12

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

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Cook County Health & Hospitals System

AS AMENDED BOARD APPROVAL REQUEST

SPONSOR: David N. Schwartz, M.D., Chairman, Division of Infectious Diseases		EXECUTIVE SPONSOR: Claudia M. Fegan, M.D., Chief Medical Director	
DATE: 07/26/2018	PRODUCT / SERVICE: Service - Clinical Pharmacists (2)		
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: Board of Trustees, University of Illinois, Chicago IL		
ACCOUNT: 521024	FISCAL IMPACT NOT TO EXCEED: \$547,662.24 \$323,538.90	GRANT FUNDED /RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: 09/01/2018 thru 11/30/2019		CONTRACT NUMBER: H18-25-063	
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: Sole Source			

PRIOR CONTRACT HISTORY:

Contract number H16-25-104 was approved by the Cook County Health & Hospitals System (CCHHS) Board of Directors on 07/29/2016 for a twenty-four (24) month period from 09/01/2016 through 08/31/2018 in the amount of \$497,752.00.

NEW PROPOSAL JUSTIFICATION:

Clinical Pharmacists with special training, experience and ability provide assistance to the Chair of the Anti-Infectives Committee and the Division of Infectious Diseases by overseeing and improving the use of anti-infective drugs throughout CCHHS. Their contributions are integral to our anti-infective and infection control strategies, mandated by the Joint Commission, HCFA and CMS. They provide infectious diseases and HIV/AIDS clinical pharmacy services, consultation and support for, implementation of and updating computerized pharmacy programs. They also assist the Department of Pharmacy Services with medication shortages and service shortfalls as needed as well as the coordination of the distribution of influenza virus and other vaccines across the CCHHS which is integral to our employee and public health programs. This request is sole source due to the expertise of the individuals provided, however, our intent is to on-board fulltime staff prior to the end of the contract term.

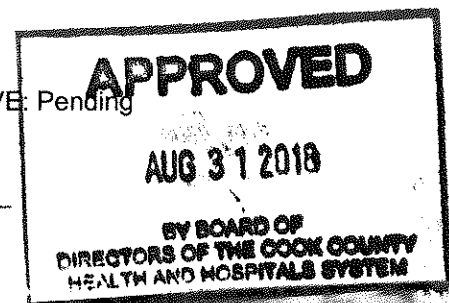
TERMS OF REQUEST:

This is a request to execute contract number H18-25-063 in an amount not to exceed ~~\$547,662.24~~ **\$323,538.90**, as needed, for a fifteen (15) month period from 09/01/2018 through 11/30/2019.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO: *Douglas L. Elwell*
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: *John Jay Shannon*
John Jay Shannon, M.D., Chief Executive Officer



**Request #
13**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.
Rothstein CORE Center •

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Donna R. Hart, Chief Information Officer	
DATE: 08/15/2018		PRODUCT / SERVICE: Product - Surface Pros for Managed Care	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: CDW Government, Vernon Hills, IL	
ACCOUNT: 560226		FISCAL IMPACT NOT TO EXCEED: \$283,921.70	GRANT FUNDED / RENEWAL AMOUNT: N/A
CONTRACT PERIOD: One Time Purchase		CONTRACT NUMBER: H18-76-073	
<input checked="" type="checkbox"/>	COMPETITIVE SELECTION METHODOLOGY: GPO (2)		
<input type="checkbox"/>	NON-COMPETITIVE SELECTION METHODOLOGY:		

PRIOR CONTRACT HISTORY:

No prior contract history for this product.

NEW PROPOSAL JUSTIFICATION:

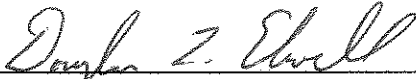
This is a request to purchase Surface Pros and covers for Managed Care.

TERMS OF REQUEST:


This is a request to execute contract number H18-76-073 in an amount not to exceed \$283,921.70, as needed, for a one-time purchase.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO:


Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO:


John Jay Shannon, M.D., Chief Executive Officer

APPROVED

AUG 31 2018

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #

14

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.
Rothstein CORE Center •

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Revised 03/01/2011

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Samuel L. Williams, Executive Director, Facilities	
DATE: 08/09/2018		PRODUCT / SERVICE: Product & Service - Overhead Paging System	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: Interstate Electronics Company, Willowbrook, IL	
ACCOUNT: 540345		FISCAL IMPACT NOT TO EXCEED: \$220,165.00	GRANT FUNDED / RENEWAL AMOUNT: N/A
CONTRACT PERIOD: 09/01/2018 thru 02/28/2019		CONTRACT NUMBER: H18-76-067	
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: Sole Source			

PRIOR CONTRACT HISTORY:

No prior contract history.

NEW PROPOSAL JUSTIFICATION:

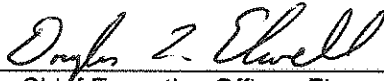
The vendor will furnish, install, and test an Overhead Sound Page system in the Cook County Health and Hospitals Systems' Professional Building. The paging system will include speakers, cabling, equipment rack, amplifiers, power supply, and other specified components. This request is sole source because the vendor is currently supplying, servicing and maintaining the overhead paging system in the John H. Stroger, Jr. Hospital and is the only certified vendor to service the equipment.

TERMS OF REQUEST:

This is a request to execute contract number H18-76-067 in an amount not to exceed \$220,165.00, as needed, for a six (6) month period from 09/01/2018 through 02/28/2019.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO:



Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO:



John Jay Shannon, M.D., Chief Executive Officer

APPROVED

AUG 31 2018

**BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM**

**Request #
15**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.
Rothstein CORE Center •

Cook County Health and Hospitals System
Finance Committee Meeting Minutes
August 24, 2018

ATTACHMENT #3

August Board Meeting - Transfer Request

Total Transfer From: \$ 20,000,000

Total Transfer To: \$ 20,000,000

Department	Account	Budget Account	Account Description	Transfer Amount	Department	Account	Budget Account	Account Description	Transfer Amount
4896 - Managed Care	4896.521160	521160 - Managed Care Claims	Reimbursement to service providers for managed care members.	\$ 20,000,000	4897 - Stroger Hospital	4897.540135	540135 - Working Capital - Maintenance/Repair of Data Processing Equipment/Software	Expenses related to the maintenance/repair of equipment, including mainframe, computers, peripherals, and software.	\$ 5,000,000
					4890 - Administration	4890.520830	520830 - Professional Services	Services to be performed by persons or firms with specialized skills or knowledge.	\$ 3,000,000
					4897 - Stroger Hospital	4897.540000	540000 - Operations & Maintenance	Operation and maintenance of facilities, office equipment, automotive equipment and institutional equipment, including contractual maintenance, emergency repairs, and remodeling.	\$ 1,200,000
					4897 - Stroger Hospital	4897.520120	521120 - Registry Services	Services for professionals who are required to be registered, licensed, or certified in their specialty and services obtained from businesses established as professional registrars.	\$ 1,200,000
					4891 - Provident Hospital	4891.520120	521120 - Registry Services	Services for professionals who are required to be registered, licensed, or certified in their specialty and services obtained from businesses established as professional registrars.	\$ 300,000
					4240 - Carmak	4240.530785	530785 - Medical, Dental, and Laboratory Supplies Budget	Consumable supplies used in medical, dental, surgery, laboratory functions.	\$ 394,300
					4891 - Provident Hospital	4891.530785	530785 - Medical, Dental, and Laboratory Supplies Budget	Consumable supplies used in medical, dental, surgery, laboratory functions.	\$ 1,750,532
					4897 - Stroger Hospital	4897.530785	530785 - Medical, Dental, and Laboratory Supplies Budget	Consumable supplies used in medical, dental, surgery, laboratory functions.	\$ 5,448,129
					4898 - Oak Forest Health Center	4898.530785	530785 - Medical, Dental, and Laboratory Supplies Budget	Consumable supplies used in medical, dental, surgery, laboratory functions.	\$ 3,000
					4897 - Stroger Hospital	4897.520485	520485 - Graphics & Reproduction Services	Expenditures & chargebacks for printing and publishing of media for operations and events.	\$ 50,000
					4897 - Stroger Hospital	4897.111831	111831 - Medical, Dental, and Laboratory Supplies Asset Inventory Account	Medical inventory used in medical, dental, surgery and laboratory functions.	\$ 1,000,000
					4893 - ACHN	4893.520830	520830 Professional services	Services to be performed by persons or firms with specialized skills or knowledge.	\$ 654,039

APPROVED

AUG 31 2018

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Cook County Health and Hospitals System
Finance Committee Meeting Minutes
August 24, 2018

ATTACHMENT #4

**RESOLUTION
R-18-01**

**A RESOLUTION AMENDING THE COOK COUNTY HEALTH AND
HOSPITALS SYSTEM CAPITAL ASSET THRESHOLD**

WHEREAS, the Cook County Health and Hospitals System (CCHHS) capitalizes assets in order to spread the cost of an asset over the useful life of the asset rather than show the entire acquisition cost as an expense in the year it was acquired; and

WHEREAS, establishing the threshold capital assets is discretionary within generally accepted accounting principles for governmental entities; and

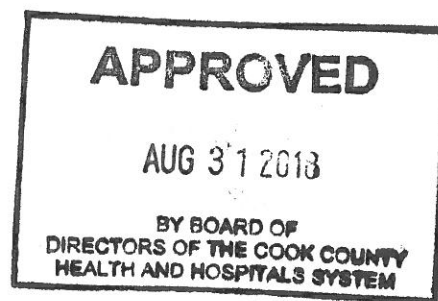
WHEREAS, the CCHHS in 2008 established a capital asset threshold of \$1,000; and

WHEREAS, Cook County has determined that a threshold of \$5,000 is a more useful threshold for inventory purposes; and

WHEREAS, the CCHHS Board of Directors chooses to enact a policy that is consistent with Cook County's policy and procedures for capitalizing assets; now therefore,

BE IT RESOLVED, that the CCHHS Board of Directors does hereby amend the CCHHS threshold for capitalizing assets, effective for fiscal year 2018, to the amount of \$5,000.

Approved and adopted by the CCHHS Board of Directors on Friday, August 31, 2018.



Cook County Health and Hospitals System
Finance Committee Meeting Minutes
August 24, 2018

ATTACHMENT #5



Toni Preckwinkle

President

Cook County Board of
Commissioners

John Jay Shannon, MD

Chief Executive Officer

Cook County Health &
Hospitals System

Board Members

M. Hill Hammock

Chairman

Commissioner Jerry Butler

Vice Chairman

Mary Driscoll, RN, MPH

Ada Mary Gugenheim

Emilie N. Junge

David Ernesto Munar

Robert G. Reiter, Jr.

Mary B. Richardson-Lowry

Layla P. Suleiman Gonzalez, PhD, JD

Sidney A. Thomas, MSW

Austin Health Center

Cermak Health Services

Children's Advocacy Center

Cicero Health Center

Ruth M. Rothstein

CORE Center

Cottage Grove Health Center

CountyCare Health Plan

Englewood Health Center

Logan Square Health Center

Morton East Adolescent

Health Center

Near South Health Center

Oak Forest Health Center

Dr. Jorge Prieto Health Center

Provident Hospital

Cook County Department
of Public Health

Robbins Health Center

John Sengstacke Health Center

John H. Stroger, Jr. Hospital

Vista Health Center

Woodlawn Health Center

Date: August 8, 2018

To: M. Hill Hammock
Chairman, Board of Directors

Commissioner Robert G. Reiter
Chairman, Finance Committee

From: Douglas L. Elwell *DLE*
Deputy Chief Executive Officer, Finance & Strategy

Re: Emergency Purchases
FGCS, LLC
Iodine, Inc.

CCHHS has placed emergency orders for improvement with coding. This memo serves as notification, as required in Section 2.8 of the CCHHS Procurement Policy adopted by the Board on April 9, 2009.

CCHHS Emergency Purchase				
August-18				
Ref	Vendor	Date of Service	Supply/Service	Amount
1	FGCS, LLC	08/01/2018 thru 01/31/2019	Professional Consulting Services-CDI	\$740,000.00
2	Iodine, Inc.	08/01/2018 thru 07/31/2021	Software Services	\$998,040.00

These are both to improve our coding.
Iodine is the software to prioritize
our efforts and show us where the
opportunities are. FGCS will provide
us 5 CDs to start this effort
while we recruit our own.

Douglas



Toni Preckwinkle

President

Cook County Board of
Commissioners

John Jay Shannon, MD

Chief Executive Officer

Cook County Health &
Hospitals System

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Provident Hospital

Cook County Department
of Public Health

Robbins Health Center

John Sengstacke Health Center

John H. Stroger, Jr. Hospital

Vista Health Center

Woodlawn Health Center

Date: August 16, 2018

To: M. Hill Hammock
Chairman, Board of Directors

Commissioner Robert G. Reiter
Chairman, Finance Committee

From: Douglas L. Elwell *DLE*
Deputy Chief Executive Officer, Finance & Strategy

Re: Emergency Purchase
Quest Diagnostics Clinical Laboratories, LLC

CCHHS has placed emergency orders for an Interim Laboratory Director. This memo serves as notification, as required in Section 2.8 of the CCHHS Procurement Policy adopted by the Board on April 9, 2009.

CCHHS Emergency Purchase				
August-2018				
Ref	Vendor	Date of Service	Supply/Service	Amount
1	Quest Diagnostics	08/20/2018 thru 12/21/2018	Interim Site Laboratory Director	\$232,200.00

Cook County Health and Hospitals System
Finance Committee Meeting Minutes
August 24, 2018

ATTACHMENT #6

Cook County Health & Hospitals System

Finance Committee Meeting August 2018

Ekerete Akpan
CFO



CCHHS Systems-wide Financial Statements



Agenda

1. System-wide Financials & Stats
 - a. Financials
 - b. Observations
 - c. Financial / Revenue Cycle metrics
2. CCHHS Provider Service Financials & Stats
3. CountyCare Financials & Stats
4. Correctional Health services Financials & Stats
5. Department of Public Health Financials & Stats
6. Administration Financials



Income Statement for the Seven Months ending June 2018(in thousands)

	Year-To-Date		Variance	
	<i>Actual</i>	<i>Budget</i>	\$	%
Operating Revenue	1,442,913	1,149,453	293,460	26%
<u>Operating Expenses</u>				
Salaries & Benefits	364,870	388,200	23,330	6%
Overtime	25,714	21,129	(4,586)	-22%
Pension*	141,962	141,962	0	0%
Supplies	44,414	30,810	(13,604)	-44%
Pharmaceutical Supplies	56,657	48,270	(8,387)	-17%
Purch. Svs., Rental, Oth.	154,818	139,699	(15,119)	-11%
External Claims Expense	844,534	541,596	(302,937)	-56%
Insurance Expense	13,047	15,359	2,312	15%
Depreciation	20,077	20,077	0	0%
Utilities	5,440	6,800	1,360	20%
Total Operating Exp	1,671,532	1,353,902	(317,630)	-23%
Operating Margin	(228,620)	(204,449)	(24,170)	12%
Operating Margin %	-16%	-18%	2%	-11%
Non Operating Revenue	148,752	148,752	-	0%
Net Income/(Loss)	(79,868)	(55,698)	(24,170)	43%

*Year to Date (7 months) Pension Liability per GASB

Unaudited Financial Statement



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CC+HHS

Observations

Operating Margin - challenging to budget but drivers to watch vs. same time FY17

- Primary Care visits down 1% while Specialty Care visits up 7%
- Surgical Cases up 4% and slightly above FY 2018 Target
- Inpatient Discharges down 12% and LOS 11% higher
- Emergency Department visits up 1%
- Deliveries down 3%.
- System-wide uninsured numbers, captured by visit held 42% (Provident 34%, ACHN 42%, Stroger 44%)
- System wide Financial /Revenue Cycle ratios are indicating progress as well as challenges



Financial Metrics

Metric	As of end June-16/YTD	As of end June 17/YTD	As of end June-18/YTD	Target
Days Cash On Hand**	48	54	34	60 days*
Operating Margin***	-14%	-25.7%	-6.0%	-24.2%
Overtime as Percentage of Gross Salary	7.6%	7.7%	7.6%	5.0%*
Average Age of Plant (Years)	20.7	23	24.4	10.7

*Days Cash on Hand - CCHHS target 60 days, Moody's 198 days

*Overtime as percentage of Gross Salary – CCHHS target 5%, Moody's 2%

** Days Cash in Hand – Point in time i.e. as of end June for each year

***Excludes Pension Expense-Target based on compare group consisting of 'like' health systems : Alameda Health System, Harris Health Systems, Nebraska Medical Center, Parkland Health & Hospital System, and UI Health

Unaudited Financial Statement



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

Revenue Cycle - Metrics

Metric	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	June-18
Average Days in Accounts Receivable <i>(lower is better)</i>	125	125	131	120	120	106	97
Discharged Not Finally Billed Days <i>(lower is better)</i>	10.7	9.3	8.2	10.2	8.5	5.9	6.8
Claims Initial Denials Percentage <i>(lower is better)</i>	34%	40%	42%	23%	36%	26%	22%

Definitions:

Average Days in Accounts Receivable: Total accounts receivable over average daily revenue

Discharged Not Finally Billed Days: Total charges of discharge not finally billed over average daily revenue

Claims Initial Denials Percentage: Percentage of claims denied initially compared to total claims submitted.

Unaudited Financial Statement



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CC+HHS

CCHHS Provider Services

Financial Statements & Operational Stats



Income Statement for the Seven Months ending June 2018(in thousands)

CCHHS Providers	Year-To-Date		Variance	
	Actual	Budget	%	\$
Operating Revenue	424,571	442,247	-4%	(17,677)
Operating Expenses				
Salaries & Benefits	295,786	308,533	4%	12,747
Overtime	21,653	17,898	-21%	(3,755)
Pension*	115,252	115,252	0%	-
Supplies	42,859	30,810	-39%	(12,049)
Pharmaceutical Supplies	51,840	48,270	-7%	(3,570)
Purch. Svs., Rental, Oth.	106,028	94,325	-12%	(11,702)
Insurance Expense	13,047	15,359	15%	2,312
Depreciation	12,546	12,547	0%	2
Utilities	5,417	6,772	20%	1,354
Total Operating Exp	664,428	649,767	-2%	(14,661)
Operating Margin	(239,857)	(207,519)	-16%	(32,338)
Operating Margin %	-56%	-47%	-20%	-10%
Non Operating Revenue	75,707	75,707	0%	-
Net Income/(Loss)	(164,150)	(131,812)	-25%	(32,338)

*Year to Date (7 months) Pension Liability per GASB

Unaudited Financial Statement



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CC+HHS

Revenue Statement for the Seven Months ending June 2018(in thousands)

CCHHS Providers	Year-To-Date <i>Actual</i>
Gross Revenue	861,846
<u>Adjustments</u>	
Contractual Adjustments	(277,511)
Charity Adjustments	(231,002)
Total Adjustment	(508,513)
Gross NPSR	353,334
Bad Debt Allowance	(167,025)
DSH	91,408
Adjusted NPSR	277,717
Adjusted NPSR as a % of Gross Revenue	32%

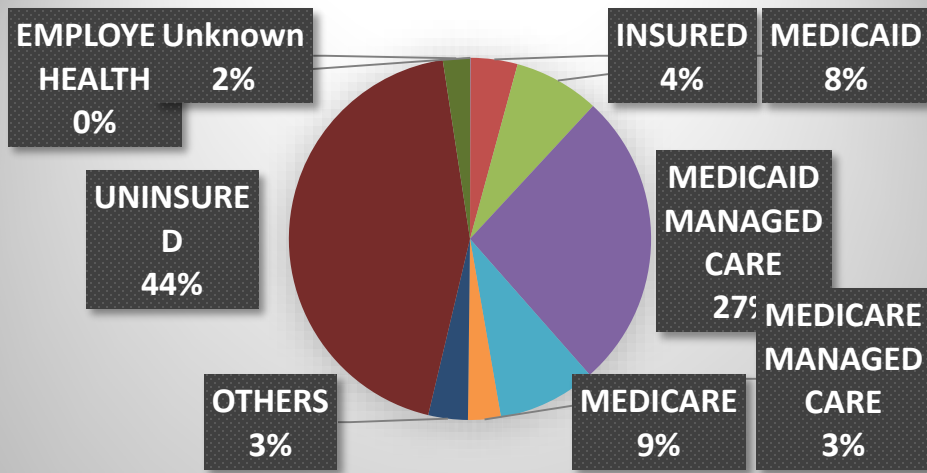
NPSR: Net Patient Service Revenue
DSH: Disproportionate Share Hospital
revenue

Unaudited Financial Statement



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

Stroger Operation Overview for Seven Months ending June 2018



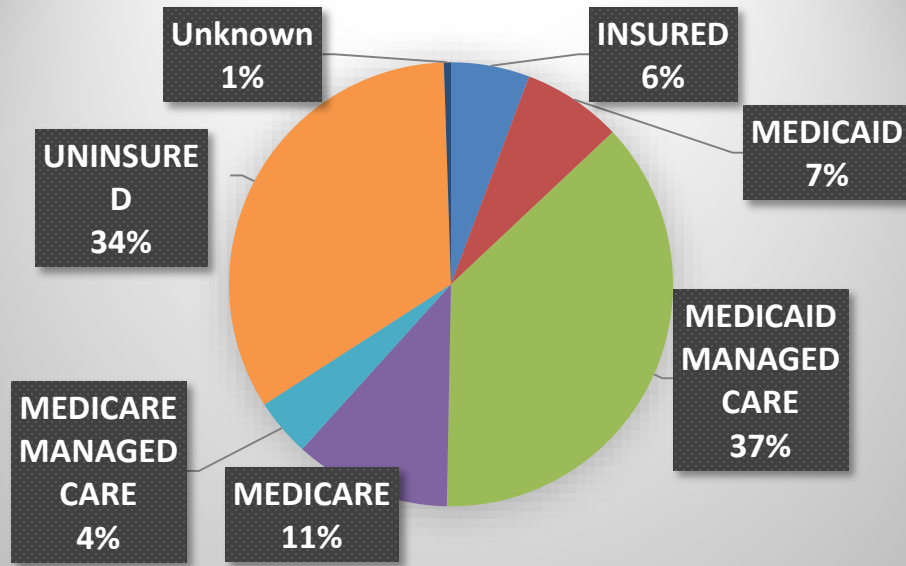
Comments:

- Some movements due to Central Campus/Fantus moves and renovations
- Leadership reviewing observation days and discharges
- Trauma visits impacts on some scheduled visits/procedures
- Payor mix by charges at Stroger has more uninsured vs. Provident & ACHN

Inpatient/Observation-FYTD			
Measure	FY2018	FYTD Target	FY2017
Inpatient Discharges	10,535	11,816	11,968
- Long Stay Admissions	2,106	2,205	2,226
- One Day Admissions	633	714	715
Inpatient Days	51,280	55,797	55,859
Observation Discharges	5,904	5,033	4,770
Observation Days (Observation Discharge)	10,849	5,033	10,866
Avg LOS (Inpatient Discharge)	5.7	5.4	5.2
Surgical Cases	7,213	7,679	6,871
Radiology Tests	36,480	---	40,557
Deliveries	575	700	642
Emergency- FYTD			
Measure	FY2018	FYTD Target	FY2017
Emergency Visits	67,241	67,333	66,138
Adult Emergency Visits	58,374	58,681	57,700
Peds Emergency Visits	4,248	4,011	4,220
Trauma Visits	4,619	4,641	4,218
LWBS	3,410	3,717	4,018
Radiology Tests	35,798	---	45,074
Outpatient Clinic- FYTD			
Measure	FY2018	FYTD Target	FY2017
Total Registrations*	321,547	---	334,970
Total Provider Visits*	182,180	188,664	173,547
Specialty/Diagnostic/Procedure Provider Visits			
- Hospital-Based	7,180	6,734	6,089
- Specialty Care/Fantus	119,460	104,536	109,582
- CORE	4,882	5,026	4,514
- Behavioral Health/Psych**	10,883	11,858	11,459
Primary Care Provider Visits			
- GMC	26,239	30,100	28,225
- Peds Primary	2,328	2,828	2,448
- CORE primary	11,177	12,425	11,189



Provident Operation Overview for Seven Months ending June 2018



Comments:

- Payor mix by charges at Provident has less uninsured vs. Stroger & ACHN
- Leadership reviewing Observation days & discharges, Left without being seen
- Some movements due to Fantus/Central campus improvements and relocations
- Growth in surgical cases and specialty services

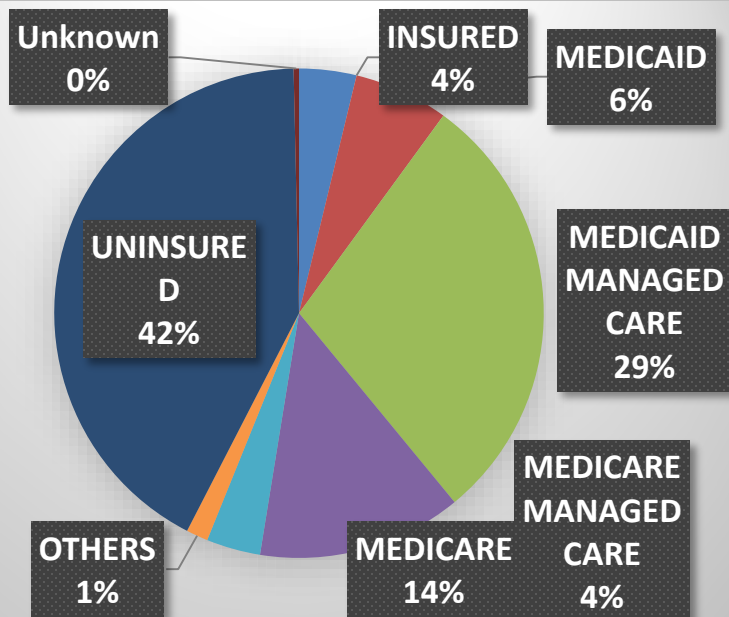
Inpatient/Observation-FYTD			
Measure	FY2018	Monthly Target	FY2017
Inpatient Discharges	381	350	378
- Long Stay Admissions	78	70	75
- One Day Admissions	23	28	19
Inpatient Days	1,818	1,680	1,753
Observation Discharges	361	329	331
Observation Days (Observation Discharge)	730	693	774
Avg LOS (Inpatient Discharge)	5.4	5.2	4.9
Surgical Cases	1,593	1,330	1,383
Radiology Tests	611	---	702

Emergency- FYTD			
Measure	FY2018	Monthly Target	FY2017
Emergency Visits	16,828	16,639	16,471
Adult Emergency Visits	15,787	15,582	15,384
Peds Emergency Visits	1,041	1,057	1,087
LWBS	1,134	721	668
Radiology Tests	8,946	---	8,615

Outpatient Clinic- FYTD			
Measure	FY2018	Monthly Target	FY2017
Total Registrations	13,974	13,062	11,475
Specialty/Diagnostic/Procedure Provider Visit	329	217	44
Radiology Tests	5,214	---	4,581



ACHN Operation Overview for Seven Months ending June 2018



ACHN Primary- FYTD			
Measure	FY2018	FYTD Target	FY2017
Austin	7,293	8,324	7,281
Children's Advocacy	296	347	303
Cicero	6,357	7,280	6,960
Cottage Grove	5,538	6,193	5,619
Englewood	6,436	7,707	7,324
Logan Square	7,780	7,833	6,576
Morton East	557	625	506
Near South	7,862	8,824	7,741
Oak Forest	8,818	8,537	7,429
Prieto	9,754	12,437	11,330
Robbins	5,492	6,423	6,068
Sengstacke	9,613	10,675	9,994
Vista	6,482	5,735	4,548
Woodlawn	4,841	5,894	5,186
Total Primary Care Provider Visits	87,119	96,832	86,865

ACHN Specialty- FYTD			
Measure	FY2018	FYTD Target	FY2017
Ambulatory of Provident	236	---	
Austin (OBGYN)	328	322	303
Cicero (OBGYN & Fam Plan)	948	931	883
Logan Square (OBGYN)	664	679	525
Oak Forest	14,397	15,029	13,326
Oral Health (reg count only)	2,956	2,464	2,407
Sengstacke (excludes psych)	10,203	9,716	8,418
Total Specialty Care Provider Visits	29,732	29,141	25,862

ACHN Total- FYTD

Measure	FY2018	FYTD Target	FY2017
Total Registrations*	172,569	---	179,014
Total Provider Visits*	114,833	133,483	116,215

Comments :

- Room for improvement with visit volumes, Fantus /central campus relocations could be a factor
- Payor mix by charges has more uninsured vs Provident
- 6 of 14 clinics exceeding FY17 Primary care provider visits, Vista exceeding FY2018 targets.
- Provider vacancies , especially in smaller clinics could be a factor



CountyCare Health Plan

Financial Statements & Operational Stats

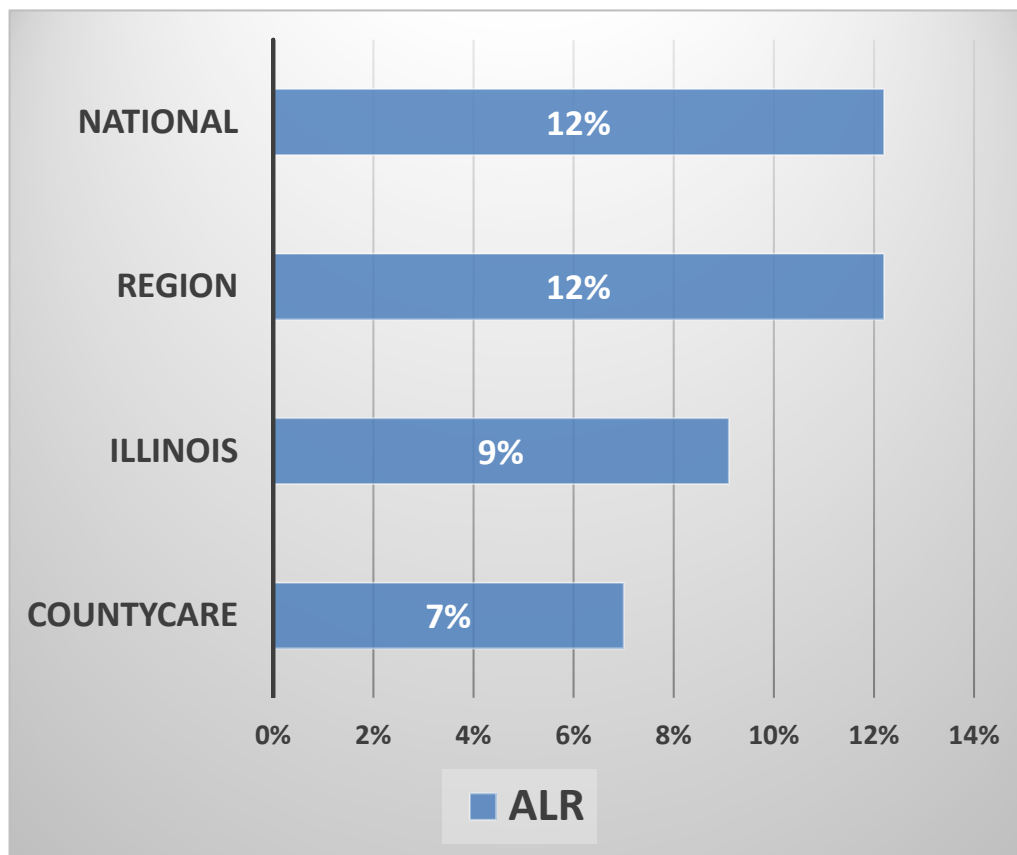


CountyCare Income Statement for the Seven Months ending June 2018(in thousands)

	Actual	Budget	Variance
Member Months	2,021	1,575	446
	\$	\$	\$
Total Revenue	1,034,167	726,017	308,150
Expenses			
Total Administrative Expenses	46,141	34,630	(11,511)
CCHHS Clinical Expenses			
Claims	96,051	62,900	(33,151)
Pharmacy Claims	20,091	45,187	25,096
Care Management	4,568	8,925	4,357
Total CCHHS Clinical Expenses	120,710	117,012	(3,698)
External Clinical Expenses			
Claims	596,432	366,073	(230,359)
Pharmacy Claims	172,880	138,327	(34,553)
Care Management	36,699	16,328	(20,372)
Dental Claims	24,542	11,655	(12,887)
Transportation Claims	8,312	7,875	(437)
Optical Claims	4,664	1,339	(3,325)
Member Incentives	1,005	-	(1,005)
Total External Clinical Expenses	844,534	541,596	(302,937)
Total Clinical Expenses	965,244	658,608	(306,636)
Total Expenses	1,011,385	693,238	(318,147)
Net Income	22,782	32,779	(9,997)
Medical Loss Ratio (MLR)	93%	90%	
IGT	16,929	19,892	(2,963)
Amortization	5,245	5,245	-
Net Income after IGT and Amortization	608	7,642	(7,034)
Total CCHHS Impact	121,318	124,654	(3,336)



CountyCare Operational Stats for the Seven Months ending June 2018



Comments :

- CountyCare Medical Loss Ratio is better than National and Regional, sustained at 93% YTD.
- CountyCare membership at end of Jun-2018 above 328,000, still largest MMC Plan in Cook County. Subsequent months trending over 330K members
- CountyCare contribution to CCHHS over budget at \$143M
- CountyCare is strengthening
 - Satellite relationships for specialist consults
 - Provider/Hospital network
 - Membership incentives to improve retention

Milliman Research Report-Medicaid Risk-Based Managed Care: Analysis of Financial results for 2016 . Region consists of Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin
 MLR – Medical Loss Ratio , %age of premium spent on health care quality . ALR Administrative loss Ratio - %age spent on overhead expenses, such as marketing, profits, salaries, administrative costs etc.



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

Correctional Health Services

Financial Statements & Operational Stats



Income Statement for the Seven Months ending June 2018(in thousands)

<u>Correctional Health Services</u>	Year-To-Date		Variance	
	<i>Actual</i>	<i>Budget</i>	%	\$
Operating Revenue	121.85	89.57	36%	32
<u>Operating Expenses</u>				
Salaries & Benefits	33,079	38,657	14%	5,577
Overtime	3,748	2,979	-26%	(769)
Pension*	12,607	12,607	0%	(0)
Supplies	160	276	42%	116
Pharmaceutical Supplies	4,817	5,104	6%	287
Purch. Svs., Rental, Oth.	4,329	5,352	19%	1,024
Depreciation	60	60	0%	0
Total Operating Exp	58,800	65,035	10%	6,235
Operating Margin	(58,678)	(64,946)	10%	6,268
Non Operating Revenue	63,797	63,797	0%	-
Net Income/(Loss)	5,119	(1,149)	545%	6,268

*Year to Date (7 months) Pension Liability per GASB

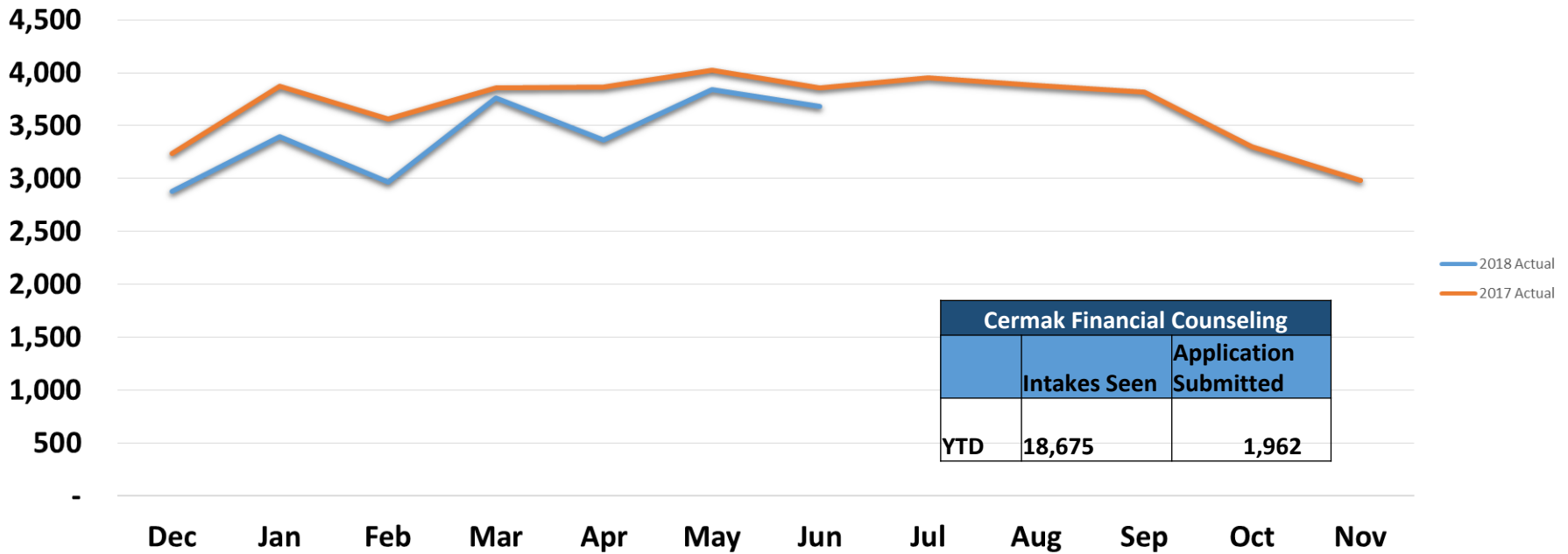
Unaudited Financial Statement



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CC+HHS

Correctional Health Operation Overview for Seven Months ending June 2018

Total Intakes



Cermak Financial Counseling		
	Intakes Seen	Application Submitted
YTD	18,675	1,962

Comments;

- Fewer but more resource intense detainees, increases experienced in Health requests per patient with top 3 referrals in Oral Surgery, Ear Nose & Throat as well as Hand Clinic
- Building internal capacity around screening and financial counselling to ensure continuity of coverage



Cook County Dept. of Public Health

Financial Statements & Operational Stats



Income Statement for the Seven Months ending June 2018(in thousands)

Cook County Department of Public Health	Year-To-Date		Variance	
	Actual	Budget	%	\$
Operating Revenue	983	1,023	-4%	(41)
Operating Expenses				
Salaries & Benefits	5,788	6,343	9%	555
Overtime	2	4	47%	2
Pension*	2,218	2,218	0%	-
Supplies	21	54	62%	33
Purch. Svs., Rental, Oth.	163	690	76%	527
Depreciation	1	1	0%	0
Utilities	22	28	20%	6
Total Operating Exp	8,215	9,338	12%	1,123
Operating Margin	(7,232)	(8,314)	13%	1,082
Non Operating Revenue	1,454	1,454	0%	-
Net Income/(Loss)	(5,778)	(6,860)	16%	1,082

*Year to Date (7 months) Pension Liability per GASB

Unaudited Financial Statement



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CC+HHS

CCDPH Overview for Seven Months ending June 2018

	Program Title	Metric	YTD Thru June 18
Public Health	Administration	Percent of high-risk infant APORS (Adverse Pregnancy Outcome Reporting System) referrals received that are contacted for follow-up by the Public Health Nurse within 14 calendar days of referral	91%
		Cost per county residents served	\$5.35
	Environmental Health	Cost per Inspection Efficiency	\$209.00
		Time from receipt of Chlamydia or gonorrhea report to field (days)	5
	Communicable Diseases	Percent of food establishments with isolated illness complaints within a contracted community or unincorporated Suburban Cook County that are inspected within 2 business days of receipt of complaint	100%
	Program Title	Metric	YTD Thru June 18
Lead Poisoning Prevention	Lead Poisoning Prevention	Percentage of cases with elevated blood levels visited within the timeline provided in protocols Efficiency	80%
		Percentage of cases with elevated blood lead levels who receive joint nursing visit and environmental risk assessment visit Outcome	64%
	Program Title	Metric	YTD Thru June 18
TB Program	TB Program		
		Number of completed Direct Observation Treatments (DOT) Outcome	92%



CCHHS Administration

Financial Statements & Operational Stats



Income Statement for the Seven Months ending June 2018(in thousands)

<u>Corporate Office</u>	Year-To-Date		Variance	
	<i>Actual</i>	<i>Budget</i>	%	\$
<u>Operating Expenses</u>				
Salaries & Benefits	23,655	26,802	12%	3,147
Overtime	292	233	-25%	(58)
Pension*	9,144	9,144	0%	-
Supplies	1,374	1,015	-35%	(359)
Purch. Svs., Rental, Oth.	4,894	6,051	19%	1,157
Depreciation	2,224	2,225	0%	0
Total Operating Exp	41,583	45,471	9%	3,888
Operating Margin	(41,583)	(45,471)	9%	3,888
Non Operating Revenue	5,996	5,996	0%	-
Net Income/(Loss)	(35,587)	(39,475)	10%	3,888

*Year to Date (7 months) Pension Liability per GASB

Unaudited Financial Statement



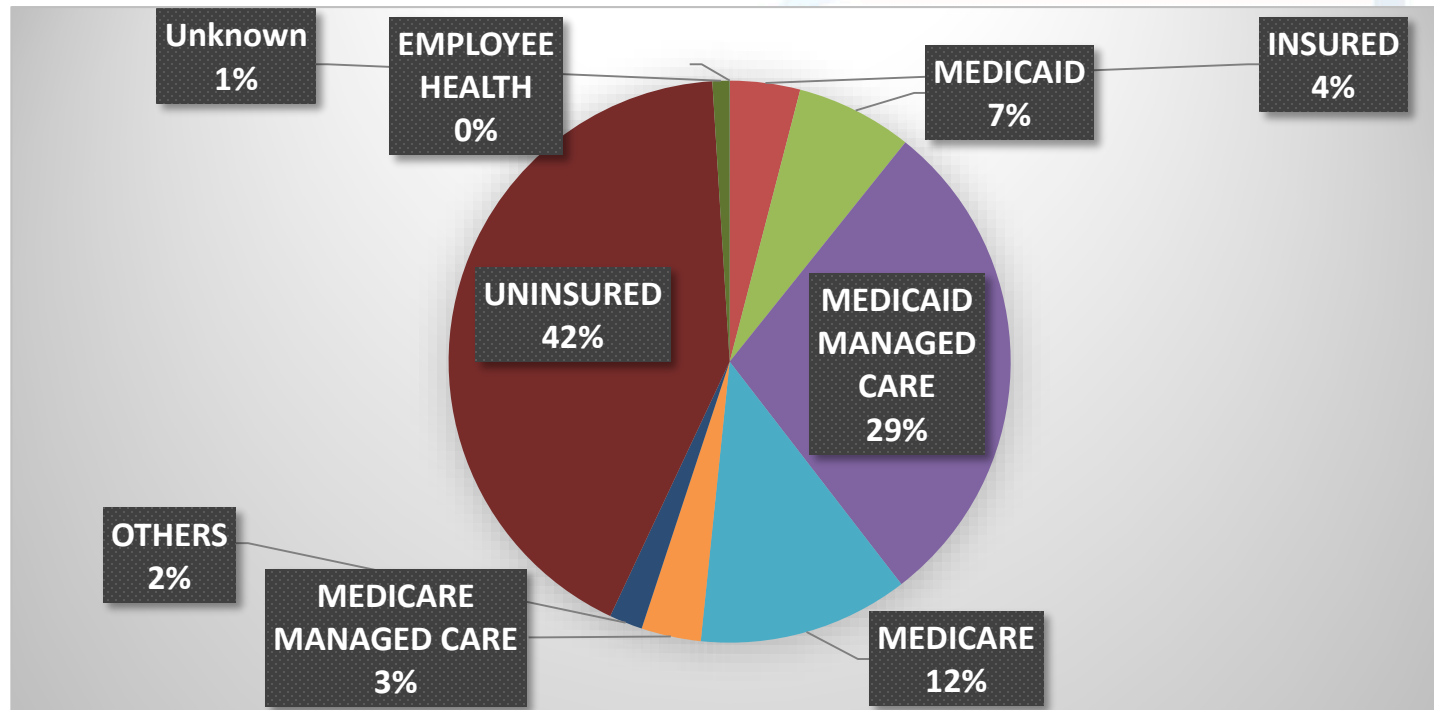
COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CC+HHS

Appendix

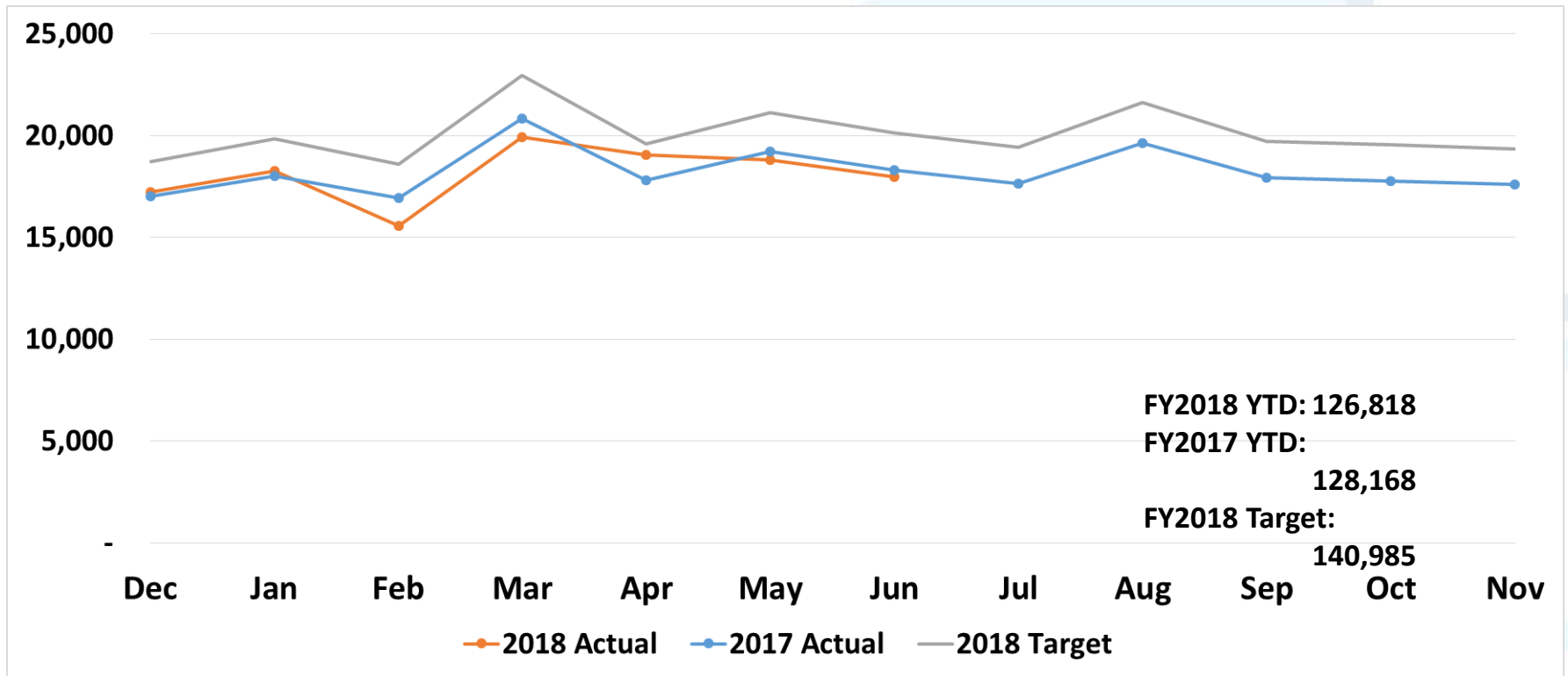
System-wide Volumes / Stats



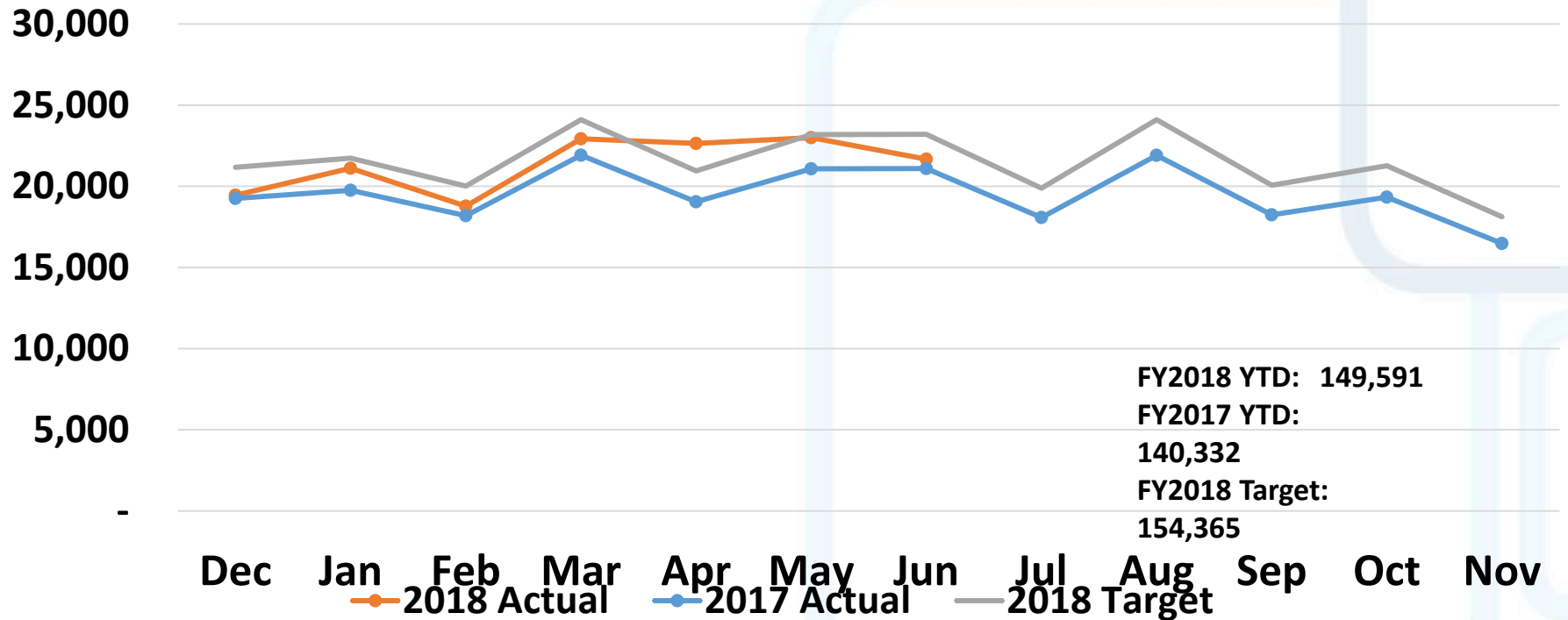
Payor Mix



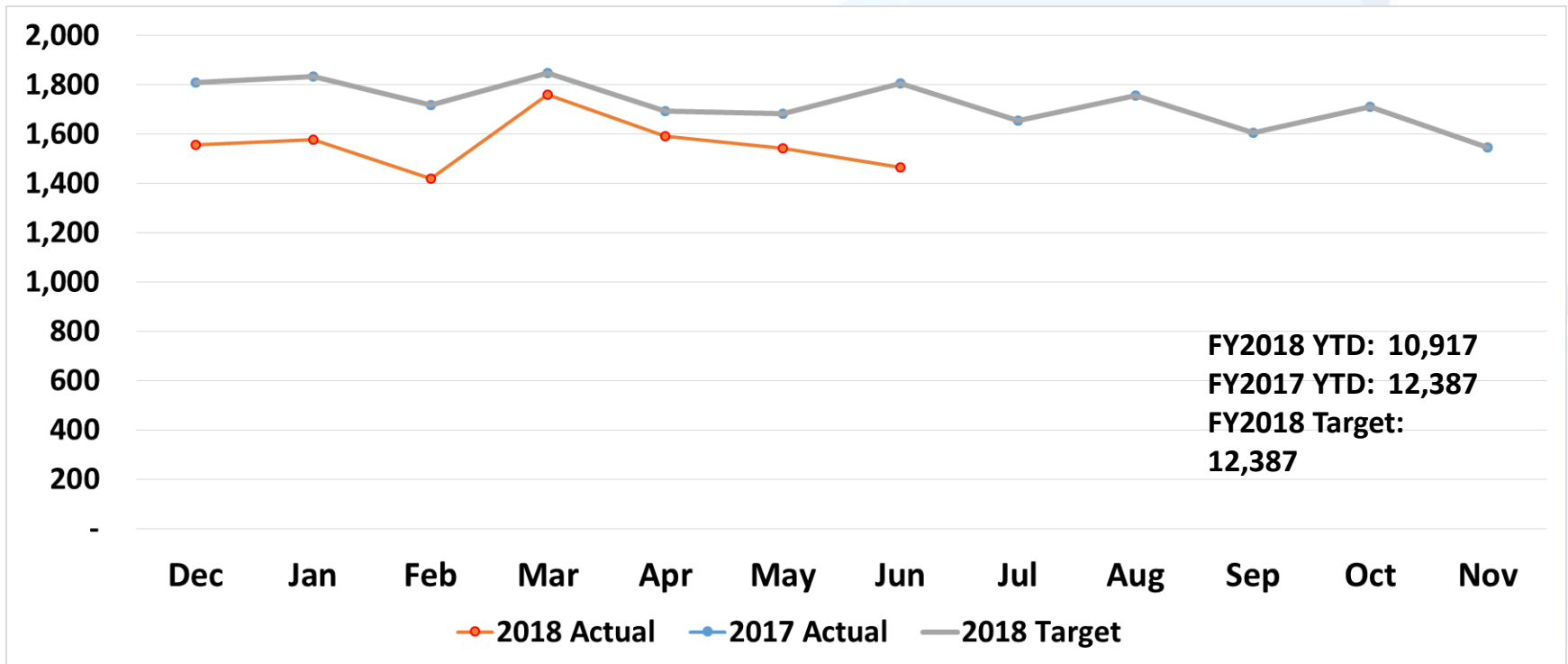
Primary Care Provider Visits



Specialty Care Provider Visits



Total Inpatient Discharges

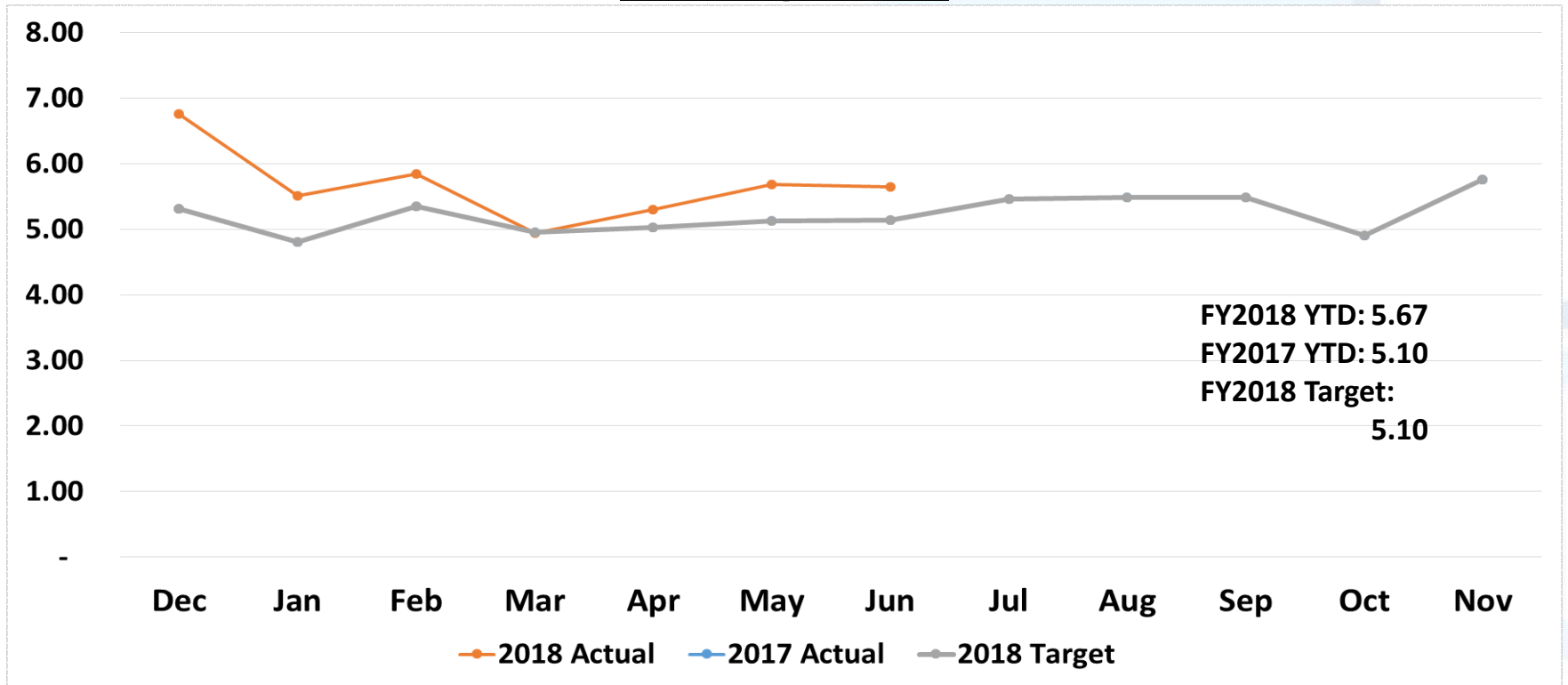


Finance Committee : August 2018



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CC+HHS

Average LOS

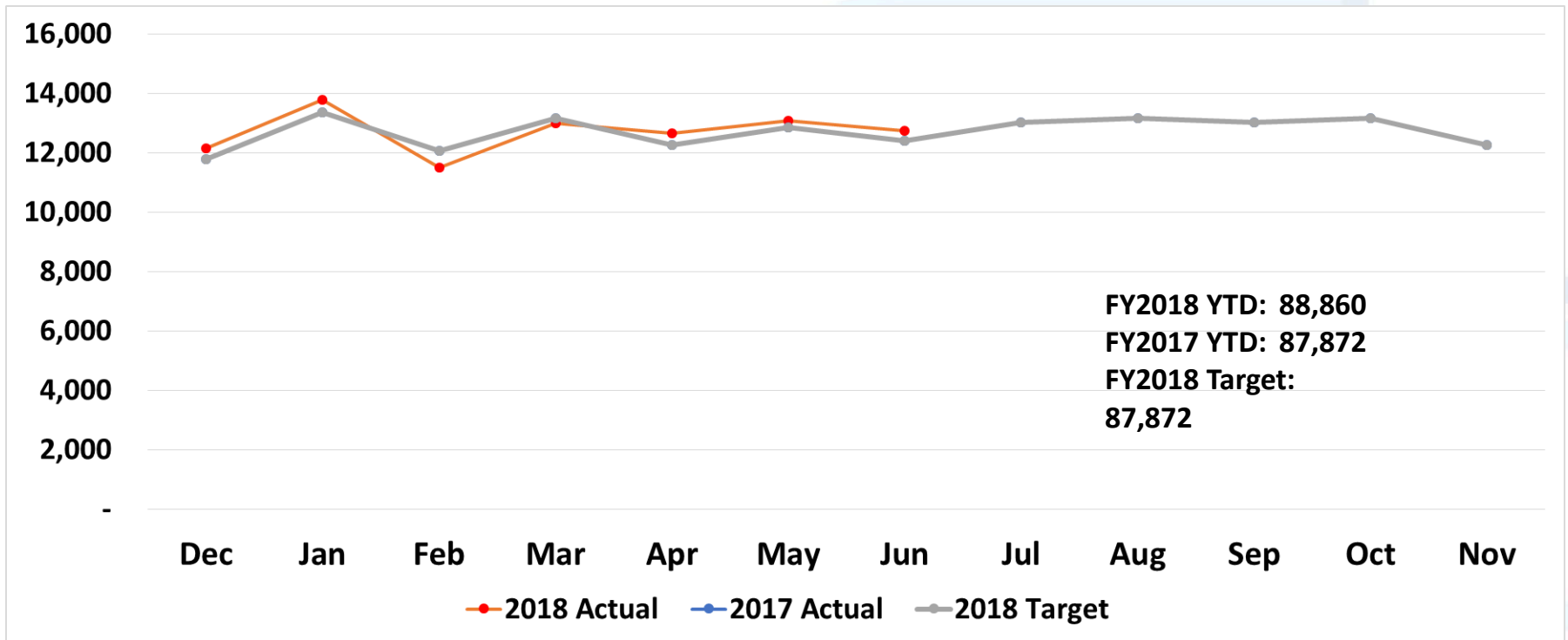


Finance Committee : August 2018



**COOK COUNTY HEALTH
& HOSPITALS SYSTEM**
CC+HHS

Total Emergency Room Visits

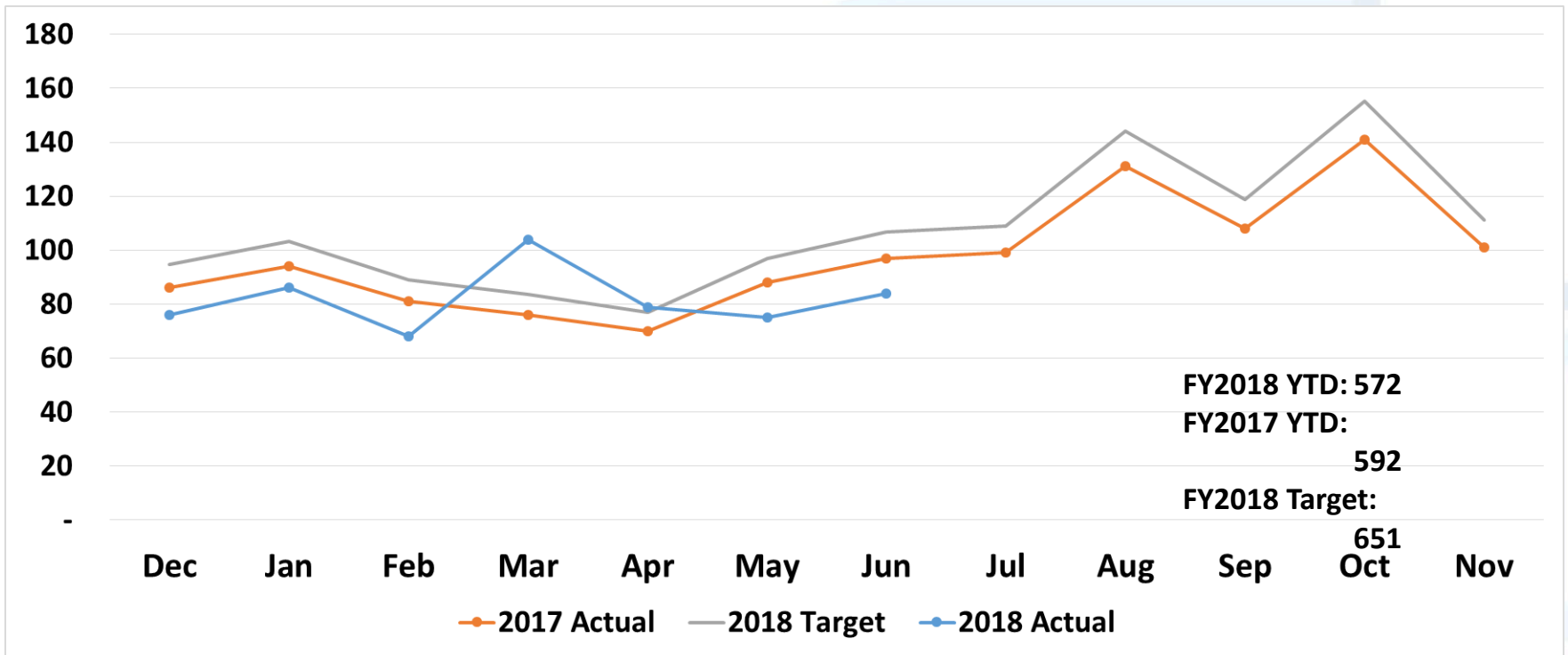


Finance Committee : August 2018

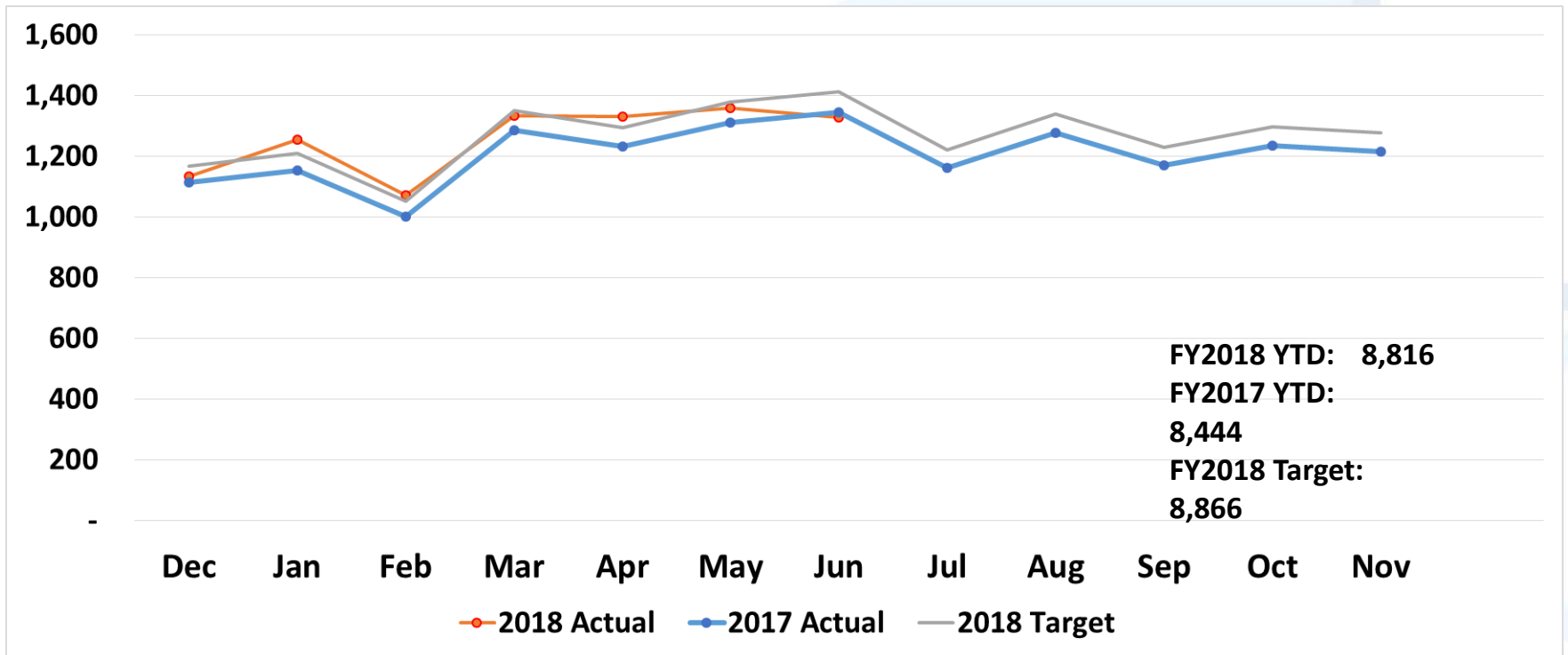


**COOK COUNTY HEALTH
& HOSPITALS SYSTEM**
CC+HHS

Total Deliveries



Total Surgical Cases



Cook County Health and Hospitals System
Finance Committee Meeting Minutes
August 24, 2018

ATTACHMENT #7



COOK COUNTY HEALTH & HOSPITALS SYSTEM

FY2019 Proposed Budget and Financial Plan
August, 2018

Dr. Jay Shannon, CEO
Doug Elwell, Deputy CEO for Finance & Strategy
Ekerete Akpan, CFO



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
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FY2018 Accomplishments



FY2018 Major Accomplishments

- Transition of more than 200,000 new members into CountyCare.
- U.S. District Court dissolved the 2010 Consent Decree involving Cermak Health Services.
- Stroger Hospital re-designated as a Level III Perinatal Center.
- Stroger Hospital's Burn Unit reaccredited by the American Burn Association.
- U.S. News and World Report recognized Stroger Hospital with its highest rating for heart failure care in their annual Best Hospital ranking.
- CCHHS' hospitals and outpatient centers achieved Health Information Management Systems Society (HIMSS) Stage 7 in 2018. Only 6.4% of providers in the US have reached Stage 7.
- Stroger Hospital recertified as Advanced Primary Stroke Center by The Joint Commission.



FY2018 Major Accomplishments

- Notable capital equipment, clinical, revenue cycle and facility improvements investments* include;
 - \$17.9M in medical equipment
 - \$9.6M in Health Information Technology equipment and upgrades
 - \$8.7M for fixtures & buildouts of new professional office building
 - \$0.4M in safety and communications equipment at Cermak Health Services
 - \$8.7M in revenue cycle systems and technology upgrades

*Capital /equipment and facility improvement investment amounts represent full assets values already financed or in advanced planning stages for financing by end of FY2018 through leases and other mechanisms which typically requires a 3 to 5 year payment period



FY2019 Proposed Budget



FY2019 Proposed Budget

Executive Summary

The FY2019 annual budget proposal moves CCHHS into the final year of Impact 2020.

The FY2019 budget:

- Reflects organizational focus on quality improvements, patient satisfaction and regulatory compliance;
- Continues the strategic development of service lines to grow and compete while meeting healthcare needs of Cook County residents;
- Continues efforts to build and integrate clinical and managed care capacity across all care settings; and
- Supports organizational capacity to improve clinical documentation, billing, coding, collections and other revenue cycle activities.



FY2019 Initiatives

Deliver High Quality Care

- Establish outpatient dialysis services at Provident
- Increase surgery services at Stroger and Provident
- Grow outpatient services by maximizing health center access
- Expand community-based dental services
- Invest in care coordination to improve patient outcomes and health
- Establish mental health services at Juvenile Temporary Detention Center and for court-involved youth

Grow to Serve and Compete

- Sustain and grow CountyCare membership by 3%
- Increase CountyCare members use of CCHHS services
- Opening of new/renovated facilities will increase capacity to drive volumes
- Expand services offered in community centers for women and children
- Continue building behavioral health services/capacity

Foster Fiscal Stewardship

- Sustain financial position including level tax allocation at \$101.9M
- Invest in care coordination to improve patient care and better control costs
- Continually improve billing and collection processes
- Conduct operational reviews for efficiencies
- Reduce overtime and registry usage
- Monitor critical contracts
- Prioritize strategic initiatives
- Build on success in securing grant resources



FY2019 Initiatives

Invest in Resources

- Replace aging capital equipment
- Improve employee engagement through training investments, leadership rounding, annual performance evaluation
- Partner with labor, developing shared vision for organizational success with a patient-centered focus

Leverage Valuable Assets

- Leverage systems such as Time and Attendance to improve management

Impact Social Determinants of Health

- Expand “Food as Medicine” and Women, Infants and Children (WIC) services at community health centers
- Supportive housing for medically-at-risk populations
- Expand evidence-based practices and innovations in addressing substance use disorders

Advocate for Patients

- Provide improved health care for the uninsured and justice-involved population
- Protect critical federal/state programs including the Affordable Care Act, 340B Drug Discount Program, Medicaid coverage and rates



FY2019 Proposed Budget

Revenue Drivers

- Increase in CountyCare membership to 345,000
- Increases due to initiatives in the following areas:
 - Dialysis services
 - Surgery at Provident and Stroger
 - New larger primary care clinics in the community
 - Professional Office Building on Central Campus
 - Specialists physicians in the community
 - Provident services
 - Care Coordination
- Professional and facility billing improvements



FY2019 Proposed Budget

Expense Drivers

- Increase in CountyCare membership
- Insourcing where costs can be reduced and quality enhanced
- Wage increases, driven by negotiated salary changes
- Mental health services at the Juvenile Temporary Detention Center
- Pharmacy and medical supplies usage and inflation
- Health Information Technology investments
- Investments in revenue cycle
- Moving from Oak Forest campus assumed by end of 1st quarter 2019



FY 2018 Volume

	Monthly Average			Monthly Projection	Difference
Visit Type	FY 2016	FY 2017	FY 2018 *	FY 2019	FY19 v. FY18
Surgical Cases	1,238	1,233	1,245	1,320	6%
Emergency Visits	12,901	12,074	12,037	12,750	6%
Primary Care Visits	18,436	18,482	18,144	19,051	5%
Specialty Care Visits	20,230	20,143	21,325	22,391	5%
Deliveries	83	98	81	90	11%

**based on actuals for first 7 months of FY2018*



FY 2018 – 2019 Budget (in Millions)

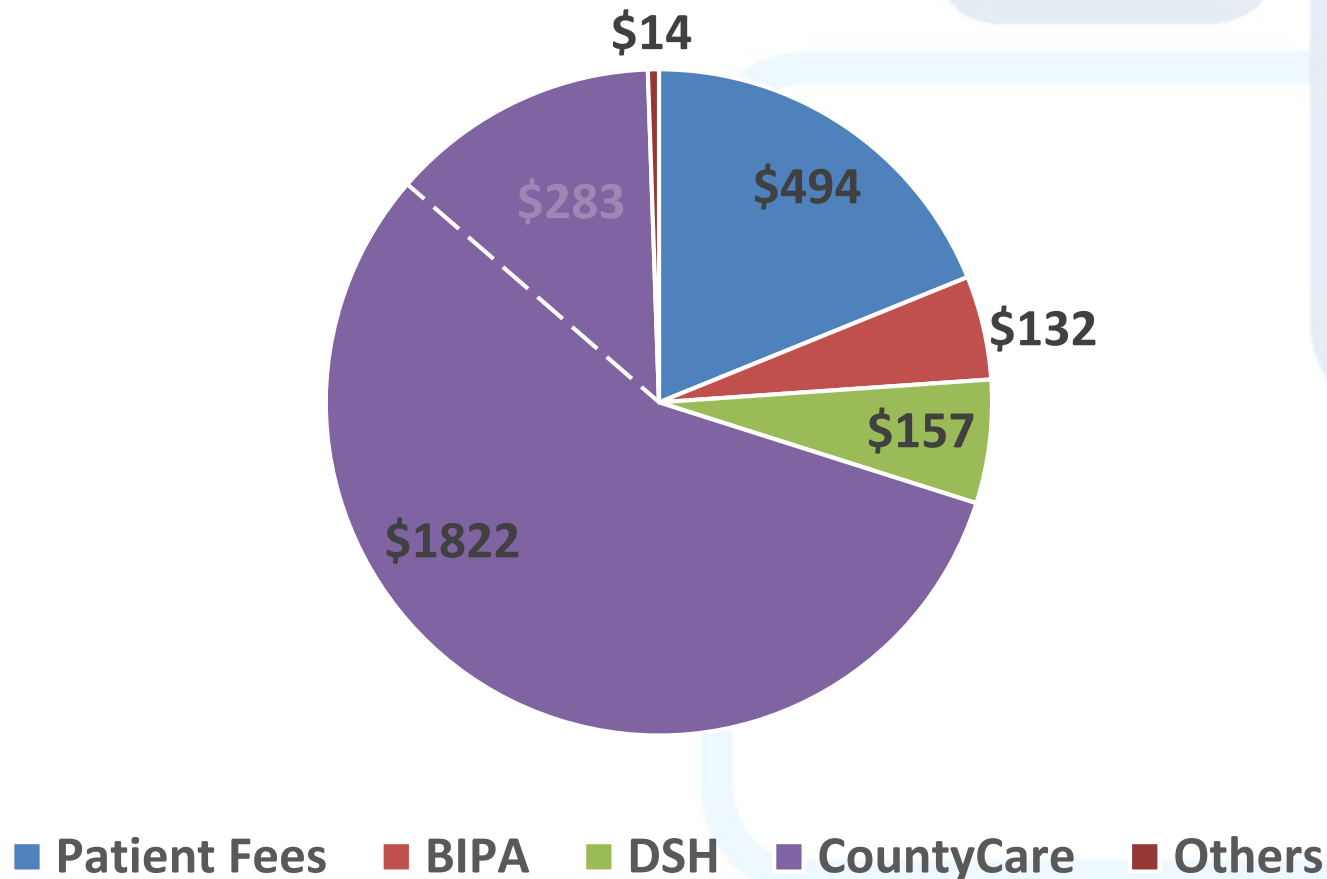
	FY 2018 Adj. App.	FY 2018 Proj. YE	FY 2019 Proposed
Revenues			
CCHHS Revenue	\$2,478	\$2,479	\$2,619
Cook County Allocation	\$102	\$102	\$102
County Pension Contribution	\$129	\$129	\$129
Total Available Funds	\$2,708	\$2,709	\$2,849
Expenses			
Hospital-Based Services	\$909	\$924	\$1,023
CountyCare	\$1,531	\$1,531	\$1,572
Health Administration	\$79	\$76	\$68
Ambulatory Services	\$175	\$168	\$165
Correctional Health Services	\$119	\$115	\$125
Public Health Services	\$16	\$16	\$17
Total Expenditures	\$2,829	\$2,830	\$2,970
Accrual Basis Net Surplus/ (Deficit)	(\$120)	(\$120)	(\$120)
Non-Cash Expenditures			
Pension	\$86	\$86	\$86
Depreciation	\$34	\$34	\$34
Self Insurance	\$0	\$0	\$0
Cash Basis Net Surplus/ (Deficit)	(\$0)	\$0	(\$0)

*Cook County Allocation is \$101.9M total, \$29.2 million of which goes to pension contribution

FY2019 Proposed CountyCare Financial Summary (in millions)

	ACA Adult	FHP	SPD	MLTSS/LTSS /IMD	TOTAL
Projected 2019 Membership	82,000	222,000	31,000	10,000	345,000
Revenue (in millions)	\$517	\$505	\$511	\$288	\$1,822
Medical Expense (CCHHS)	137	25	117	0	279
Medical Expense (Network)	357	448	374	276	1,455
Administrative Expense	24	32	19	8	83
Total Expenses (in millions)	\$517	\$505	\$511	\$284	\$1,817
Profit/(Loss)	\$0	\$0	\$1	\$4	\$5
Total CCHHS Contribution	\$137	\$25	\$118	\$3.7	\$283

FY2019 Proposed External Revenue by Source (in millions)

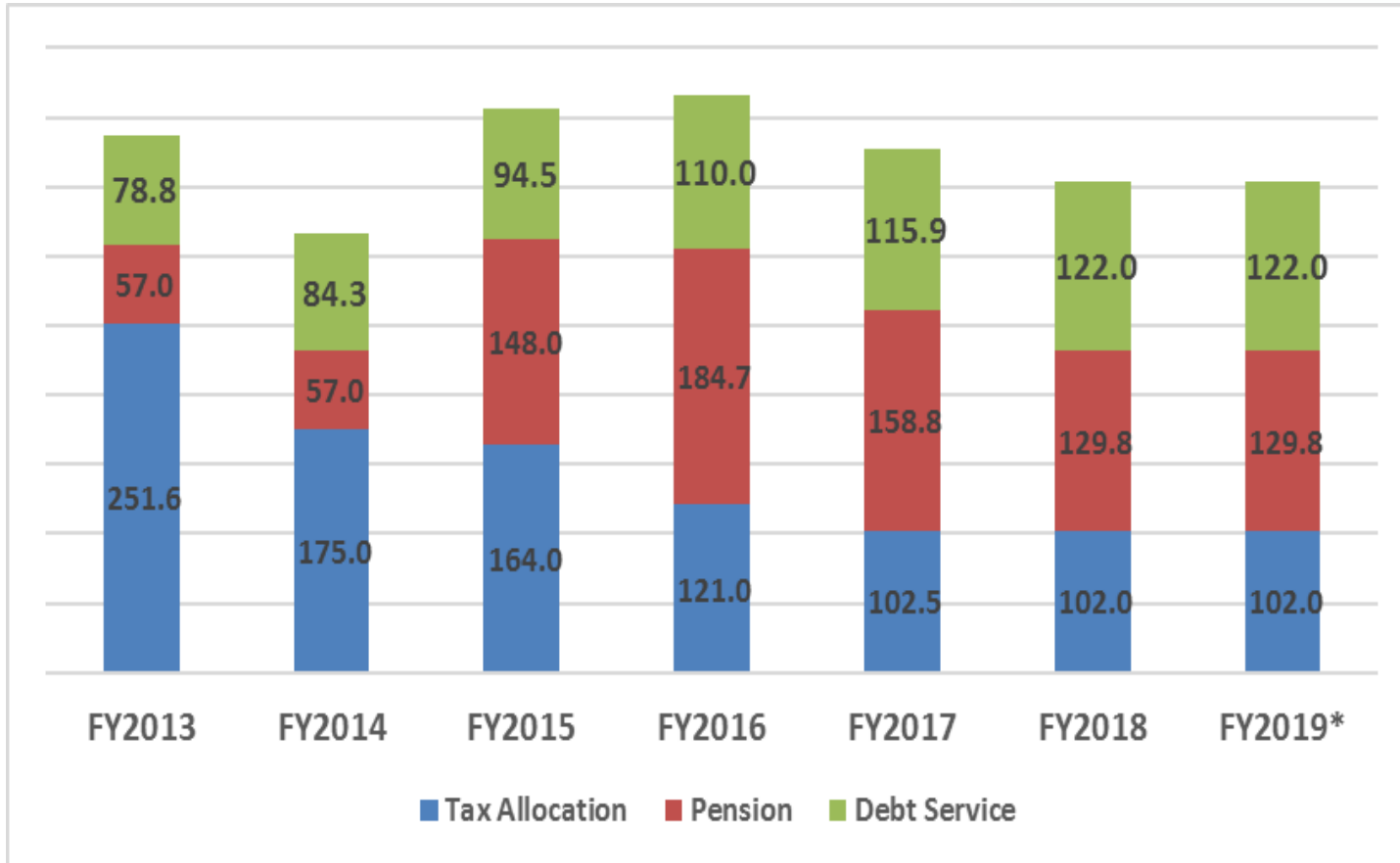


DSH: Disproportionate Share Hospital Payments

BIPA: Benefits Improvement and Protection Act Payments



Cook County Pension, Debt Service & Operating Allocation (in millions)



The FY18 tax allocation toward CCHHS operations is \$102M.

The CCHHS FY19 budget will anticipate a level tax allocation from the County of \$102M.

CCHHS does not anticipate requesting additional County taxpayer support for operating funds in FY2019

*** Operating Tax Allocation, Pension and Debt Service assumed at FY2018 level;
Pension includes statutory and legacy pension payments**

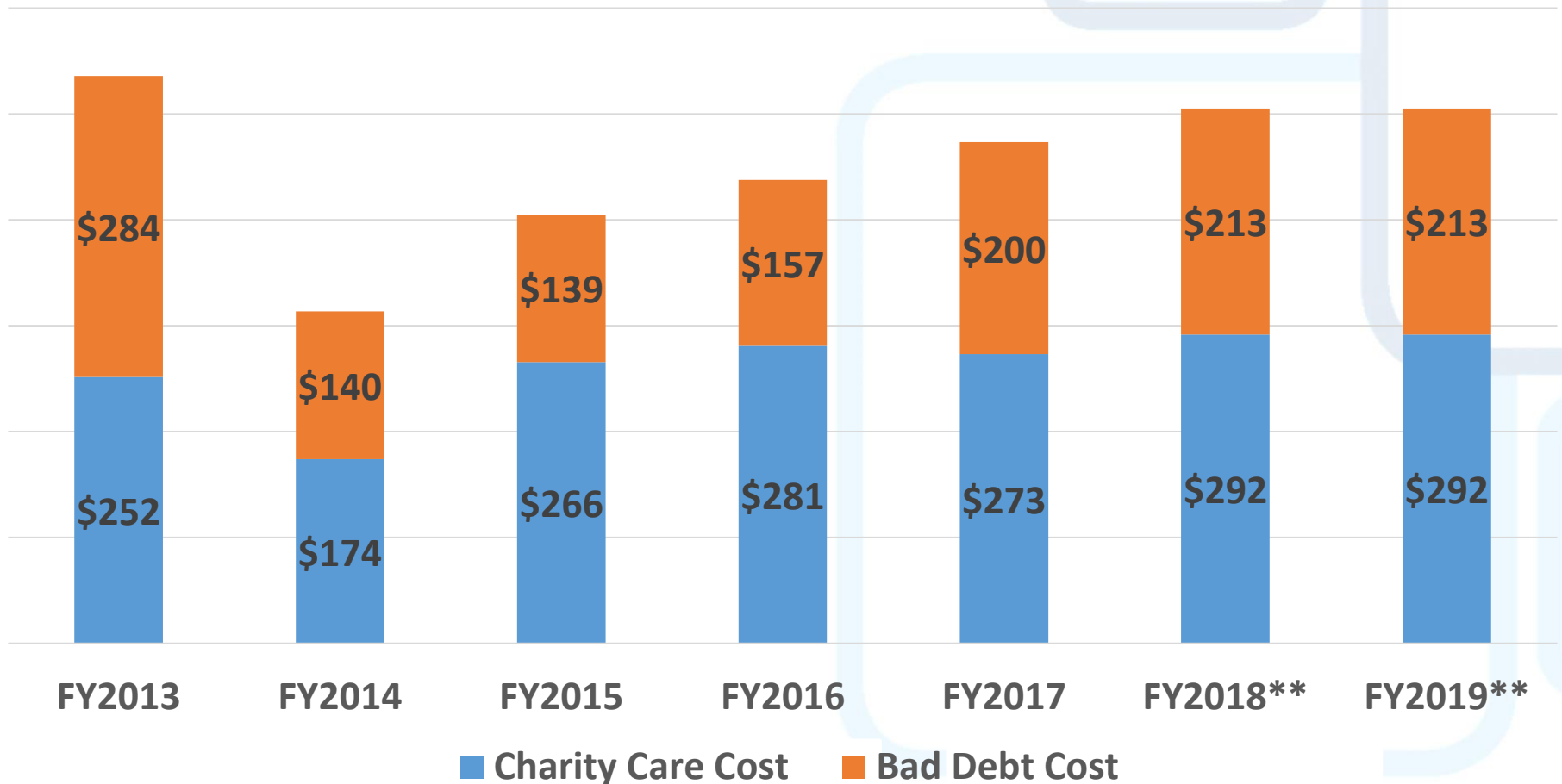
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COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

NOTE: Some numbers are rounded to nearest million for display purposes and could result in small arithmetical differences.

CCHHS Uncompensated Care* (in millions)



* Uncompensated Care is Charity Care + Bad Debt at cost

** Projected



Full Time Equivalent Position Count

Health Fund	2018 Adopted	2019 Proposed	FY2019 vs FY2018	Percent Change
Ambulatory Services	968.0	916.3	-51.7	-5%
Correctional Health Services	686.0	697.0	11.0	2%
CountyCare and Integrated Care	179.0	449.3	270.3	151%
Health Administration	504.7	367.0	-137.7	-27%
Hospital-Based Services	4,447.0	4,605.3	158.3	4%
Public Health Services	110.0	103.0	-7.0	-6%
Grand Total	6,894.7	7,138.0	243.3	4%

FY2019 Proposed Budget

Key Take-Aways

The FY 2019 annual budget proposal aligns with Impact 2020, however, success will depend on:

- Growth in key volume indicators;
- Internal capture of CountyCare and other Managed Care business;
- Improvement in revenue cycle;
- Flexible staffing and management of overtime and registry utilization;
- CountyCare membership retention within the plan and state capitation rates.



FY 2019 – 2021 Projections



FY2019 – 2021 Budget Projections (in Millions)

	FY 2018 Proj. YE	FY 2019 Proposed	FY 2020 Projected	FY 2021 Projected
Revenues				
CCHHS Revenue	\$2,479	\$2,619	\$2,697	\$2,778
Cook County Allocation	\$102	\$102	\$102	\$102
County Pension Contribution	\$129	\$129	\$102	\$92
Total Available Funds	\$2,709	\$2,849	\$2,901	\$2,972
Expenses				
Hospital-Based Services	\$924	\$1,023	\$1,057	\$1,070
CountyCare	\$1,531	\$1,572	\$1,566	\$1,610
Health Administration	\$76	\$68	\$70	\$72
Ambulatory Services	\$168	\$165	\$180	\$190
Correctional Health Services	\$115	\$125	\$128	\$130
Public Health Services	\$16	\$17	\$18	\$19
Total Expenditures	\$2,830	\$2,970	\$3,019	\$3,090
Accrual Basis Net Surplus/ (Deficit)	(\$120)	(\$120)	(\$118)	(\$118)
Non-Cash Expenditures				
Pension	\$86	\$86	\$86	\$86
Depreciation	\$34	\$34	\$34	\$34
Self Insurance	\$0	\$0	\$0	\$0
Cash Basis Net Surplus/ (Deficit)	\$0	(\$0)	\$2	\$2

Budget Calendar

June 19, 2018	President's FY2018/2019 Preliminary Budget Forecast Released
July 12, 2018	President's Preliminary Forecast Public Hearing
July 20, 2018	CCHHS Finance Committee Meeting –Budget Framework Introduced
July 23–25, 2018	Cook County Finance Committee Meeting –Mid-Year Budget Hearings
August 24, 2018	CCHHS Finance Committee Meeting –FY2019 Budget Request for Approval
August 28-29, 2018	CCHHS Budget Public Hearings
August 31, 2018	CCHHS Board Meeting –FY2019 Budget Request for Approval
September 12, 2018	Cook County Board Meeting –CCHHS FY2019 Proposed Preliminary Budget Introduced & Approved* <i>(for inclusion in Executive Budget Recommendation)</i>
October, 2018	President's FY2019 Executive Budget Recommendation Introduced
Oct/Nov, 2018	Cook County Public Hearings, Agency & Department Budget Review Meetings Proposed Amendments, Annual Appropriation Bill Adopted

